

Delivering our services

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Governance and Engagement

Purpose

To support the council's role in setting the future direction and priorities for our district, enabling informed and inclusive decision-making, supporting opportunities for Maori to contribute to decision-making and supporting strong and efficient leadership.

- **Governance and democracy** - supporting the decision-making process of the Mayor and elected members, committees, administering remuneration and expenses of elected members, organising hearings;
- **Elections** - conducting triennial elections and by-elections for elected positions;
- **Mayoral office** - providing policy advice, strategic and logistical support to meet statutory responsibilities;
- **Kaupapa Maori** – supporting engagement between Council and Maori communities, marae, runanga, iwi, hapu and whanau, and facilitating Maori input into council decision-making
- **Community Engagement** – providing community information, engagement support and the disbursement of community grants.

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
✓	✓	✓	✓	✓	✓	✓

Key projects for 2014/15

- **Geothermal heating reticulation of council buildings - \$350,000**
Council has been working with the Returned Services Association to determine whether the existing geothermal bore could be used to heat a number of council buildings. This is an important project to establish CBD consenting requirements and show how different owners can use the geothermal resource. The feasibility study shows the cost of the development will be repaid within 8½ years, based on reduced heating costs. The buildings to be reticulated include the Civic Centre, Convention Centre, i-SITE, Community House and Library.
- **2016 priorities funding – operational - \$300,000**
Previously Council had little room to respond to community requests through the annual plan process or during the year. Providing funding to three outward focusing 2016 priorities is intended to allow ideas and projects to be developed during the year with partner organisations and the community. The three priorities are:
 - Develop a vibrant city heart that attracts people and activity (\$100,000)
 - Develop our economic base by growing existing, and attracting new, businesses to our region (\$100,000)
 - Support reinvigorated neighbourhoods and the creation of healthy homes (\$100,000)
 This is seen by Council as an important opportunity to build the partnership with our community and achieve positive outcomes.
- **Initial portfolio funding - \$100,000**
In addition, Council has also allocated \$50,000 to support unspecified projects in the sports and recreation portfolio, and \$50,000 in the creative communities portfolio.



Governance and Engagement

- **Neighbourhood matching fund increase – from \$50,000 to \$150,000**

The purpose of this fund is to bring people together to build stronger communities and neighbourhoods by providing resources for one-off self-help projects, which link to the Rotorua 2030 vision. The priorities for this fund include:

- Bringing people together to collaborate on neighbourhood projects.
- Empowering people to enhance and strengthen their own neighbourhood.
- Contributing to families and whanau working, playing and talking together.
- Renewing and revitalising places and spaces within neighbourhoods.
- Improving the quality of life in a specific community or neighbourhood.

Increasing the available funds for these grants was seen as an effective way for Council to support a wider range of community partnerships.

- **Home insulation partnerships - \$50,000**

Council is proposing to provide base funding to ensure significant funds are made available through EECA to assist with home insulation. This contribution will also support discussions with other potential funding partners. Cold and damp homes are a major contributor to poor health in children and older people. This is an important issue for the Rotorua community and one that requires the combined efforts of iwi, public health organisations, government departments, Council and community funders to make real improvements over the next three years.

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
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%
Provide networks which grow and sustain a strong and empowered Rotorua community through projects.	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.	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.	5	4



Governance and Engagement

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	2,136,000	1,693,000	2,646,008	2,686,000
Fees and charges	173,528	191,340	174,340	174,000
Subsidies and grants	52,070	62,000	471,800	24,000
Total income	2,361,598	1,946,340	3,292,148	2,884,000
Operating expenditure				
Staff costs	3,386,233	3,298,064	3,450,398	3,295,000
Direct costs	2,478,806	2,237,273	2,287,107	2,655,000
Finance cost	55,838	-	-	-
Depreciation	232,056	-	1,848	1,000
Group overhead	(3,247,283)	(3,590,989)	(3,574,989)	(3,397,000)
Total operating expenditure	2,905,650	1,944,348	2,164,364	2,554,000
Operating net cost of service	(544,052)	1,992	1,127,784	330,000
Capital expenditure				
Capital acquisitions	-	-	(170,960)	-
Capital renewals	(84,964)	-	-	(133,000)
Depreciation	232,056	-	1,848	1,000
Capital funding				
Capital revenue	-	-	-	-
Asset proceeds	-	-	-	-
Net funding position	(396,960)	1,992	958,672	198,000

Capital expenditure

	\$
Building upgrades	30,000
Civic Centre renewal	16,000
Community House and halls renewals	85,000
Vaughan Road depot renewal	2,000
Total	133,000



Planning and Policy

Purpose

To support the council's vision, goals and priorities, focusing on development of strategy and policy .

- Spatial and infrastructure strategy
- District Plan
- **Long-term and annual planning** – delivery of the long-term plan (10-year) and annual plans to ensure accountability, prudent financial management
- **Research and monitoring** - developing and implementing Council's strategy, tracking progress of priorities and modelling the effect of council strategy and policy

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
✓	✓	✓	✓	✓	✓	✓

Key projects for 2014/15

- **District Plan – no specific cost**
The District Plan is expected to be completed by October 2014.
- **Strategy development – no specific cost**
In addition to portfolio strategy development to begin during the year, Council is also looking to complete a full review of the Waste Minimisation Strategy and to develop a Library Strategy. Both areas cover important services for our community and guide what services we provide.

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
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.	Achieved.	Achieved.



Planning and Policy

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	2,912,000	2,527,000	2,275,606	2,310,000
Fees and charges	4,208	257,598	154,000	154,000
Subsidies and grants	-	-	-	-
Total income	2,916,208	2,784,598	2,429,606	2,464,000
Operating expenditure				
Staff costs	577,219	1,591,127	1,455,351	1,390,000
Direct costs	398,371	732,124	476,610	465,000
Finance cost	-	-	-	-
Depreciation	97	-	288	-
Group overhead	359,101	459,726	459,726	467,000
Total operating expenditure	1,334,788	2,782,977	2,391,975	2,322,000
Operating net cost of service	1,581,420	1,621	37,631	142,000
Capital expenditure				
Capital acquisitions	-	-	-	-
Capital renewals	-	-	-	-
Depreciation	97	-	288	-
Capital funding				
Capital revenue	-	-	-	-
Asset proceeds	-	-	-	-
Net funding position	1,581,517	1,621	37,919	142,000



Emergency Management

Purpose

To improve community awareness and raise the capacity of our citizens to protect, prevent and manage themselves in the event of a disaster.

- Civil Defence
- Rural Fire

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
✓						✓

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
Coordinate and manage emergency management in the Rotorua district, working collaboratively with other emergency management agencies. [Reduction, Readiness, Response & Recovery]	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



Emergency Management

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	750,000	641,000	515,213	523,000
Fees and charges	-	-	-	-
Subsidies and grants	8,143	-	-	-
Total income	758,143	641,000	515,213	523,000
Operating expenditure				
Staff costs	146,384	85,087	99,423	94,000
Direct costs	227,637	406,738	293,532	275,000
Finance cost	2,888	617	617	-
Depreciation	33,154	13,932	33,660	32,000
Group overhead	346,370	103,019	103,019	104,000
Total operating expenditure	756,433	609,393	530,251	505,000
Operating net cost of service	1,710	31,607	(15,038)	18,000
Capital expenditure				
Capital acquisitions	-	-	-	-
Capital renewals	(34,798)	(28,000)	-	(34,000)
Depreciation	33,154	13,932	33,660	32,000
Capital funding				
Capital revenue	-	-	-	-
Asset proceeds	-	-	-	-
Net funding position	66	17,539	18,622	16,000

Capital expenditure

	\$
Rural Fire plant and equipment renewals	30,000
Radio and office equipment renewals	4,000
Total	34,000



Aquatic Centre

Purpose

To provide access for our citizens to water-based and health and fitness activities which promote overall wellbeing, fitness and water-based learning.

- Water safety
- Recreation facilities and programmes

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
✓		✓				

Key projects for 2014/15

• Kuirau Park and Aquatic Centre master plan - \$320,000

Council has an aspiration for Rotorua to become a major spa city. To support this aspiration Council will develop a master plan for Kuirau park, where the Aquatic Centre is a major cornerstone and attraction for the park. This project will see the establishment of a group of interested community and funding partners to develop a master plan for the future development of, and investment in, Kuirau Park and Aquatic Centre. Kuirau Park attracts significant community use and tourist visits and the Aquatic Centre is a major community facility. The links between the two parts are currently not strong. Council is hoping to stimulate investment interest or community funding for the park and Aquatic Centre. It is a unique opportunity to enhance these community spaces to support the 'spa-city' concept and make use of our geothermal advantages.

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
Provide a variety of fun and accessible water and land based recreational and safety opportunities.	10,500 individuals participate in Learn to Swim School programmes per term.	10,500	10,500
	Number of visitors to the aquatic centre per year.	350,000	320,000
	Percentage of households using/visiting the aquatic centre in a year.	70%	65%
	75% of residents are very/fairly satisfied with the level of service.	75%	75%
Provide a variety of fun and accessible water and land based recreational and safety opportunities.	10,500 individuals participate in Learn to Swim School programmes per term.	10,500	10,500
	Number of visitors to the aquatic centre per year.	350,000	320,000
	Percentage of households using/visiting the aquatic centre in a year.	70%	65%
	75% of residents are very/fairly satisfied with the level of service.	75%	75%



Aquatic Centre

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	1,835,000	2,145,000	2,536,661	2,575,000
Fees and charges	1,409,119	970,423	1,131,423	1,131,000
Subsidies and grants	12,752	12,000	12,000	12,000
Total income	3,256,871	3,127,423	3,680,084	3,718,000
Operating expenditure				
Staff costs	1,514,201	1,422,994	1,488,010	1,421,000
Direct costs	930,840	964,410	942,841	775,000
Finance cost	62,096	124,806	124,806	130,000
Depreciation	399,490	394,292	387,300	387,000
Group overhead	383,959	542,808	587,808	597,000
Total operating expenditure	3,290,586	3,449,310	3,530,765	3,310,000
Operating net cost of service	(33,715)	(321,887)	149,319	408,000
Capital expenditure				
Capital acquisitions	(1,601,100)	-	-	(346,000)
Capital renewals	(326,475)	(323,000)	(270,770)	(326,000)
Depreciation	399,490	394,292	387,300	387,000
Capital funding				
Capital revenue	1,116,971	250,929	3,623	-
Asset proceeds	-	-	-	-
Net funding position	(444,829)	334	269,472	123,000

Capital expenditure

	\$
Kuirau Park/Aquatic Centre master plan	321,000
Aquatic Centre sun shades	25,000
Aquatic Centre renewals	326,000
Total	672,000



Purpose

To work collaboratively towards raising the level of literacy in our community by providing a major 'learning' centre for our community and access to information, both print and digital.

- **Library and community programmes** – Rhyme 'n' Rumpus, reading round, – housebound, bulk loans to pre-school, visits to schools, retirement homes
- **Collections** – including special collections on New Zealand, Maori and Polynesian history
- Out reach library services to schools, care homes and smaller communities.

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
✓			✓		✓	

Key projects for 2014/15

- The library service in Rotorua celebrates 125 years this year. This year it is appropriate to develop a new strategic plan for the future of the service. This strategy will need to consider the digital changes that are moving rapidly around us, but also to reaffirm the library's future as a community centre of learning.
- **Library hours**
The evening opening hours for the library are to be reduced from 8pm closing to 6pm closing on Monday, Tuesday, Wednesday and Friday. The current closing time of 8pm will be retained as a late night on Thursday. These changes reflect low patronage after 6pm.

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
Library readily accessible to residents and visitors for the purpose of information gathering, education and recreation.	60% of the population are members of the library.	60%	60%
	75% of households which 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%
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

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	3,611,000	3,388,000	3,742,436	3,799,000
Fees and charges	390,785	351,679	252,679	252,000
Subsidies and grants	-	-	-	-
Total income	4,001,785	3,739,679	3,995,115	4,051,000
Operating expenditure				
Staff costs	1,744,435	1,724,888	1,719,759	1,643,000
Direct costs	875,321	677,712	649,916	632,000
Finance cost	92,904	147,203	146,074	154,000
Depreciation	939,674	753,971	848,664	848,000
Group overhead	628,510	598,138	602,138	612,000
Total operating expenditure	4,280,844	3,901,912	3,966,551	3,889,000
Operating net cost of service	(279,059)	(162,233)	28,564	162,000
Capital expenditure				
Capital acquisitions	-	-	-	-
Capital renewals	(767,021)	(600,000)	(500,000)	(767,000)
Depreciation	939,674	753,971	848,664	848,000
Capital funding				
Capital revenue	8,590	8,337	4,534	-
Asset proceeds	-	-	-	-
Net funding position	(97,816)	75	381,762	243,000

Capital expenditure

	\$
Library asset replacement	155,000
Library books renewals	612,000
Total	767,000



Events and Venues

Purpose

To manage and maintain venues and provide an events attraction role for the district, supporting accessibility for citizens and visitors to sporting, cultural, conference and recreational activities.

- Energy Events Centre
- Convention Centre/Civic Theatre
- International Stadium
- Soundshell and Te Runanga Tea Rooms
- Events development and attraction

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
✓		✓	✓	✓		

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
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 for 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



Events and Venues

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	3,508,000	3,736,000	4,336,458	4,402,000
Fees and charges	2,421,732	2,426,410	1,892,135	1,890,000
Subsidies and grants	-	-	100,000	100,000
Total income	5,929,732	6,162,410	6,328,593	6,392,000
Operating expenditure				
Staff costs	1,650,426	1,661,978	1,593,343	1,520,000
Direct costs	2,644,494	2,354,635	2,434,872	2,277,000
Finance cost	419,752	568,382	568,382	598,000
Depreciation	1,689,330	2,135,000	1,823,052	1,821,000
Group overhead	673,956	922,946	1,029,946	1,042,000
Total operating expenditure	7,077,958	7,642,941	7,449,595	7,258,000
Operating net cost of service	(1,148,226)	(1,480,531)	(1,121,002)	(866,000)
Capital expenditure				
Capital acquisitions	-	-	-	-
Capital renewals	(526,715)	(652,000)	(537,070)	(526,000)
Depreciation	1,689,330	2,135,000	1,823,052	1,821,000
Capital funding				
Capital revenue	34,444	-	13,751	-
Asset proceeds	-	-	-	-
Net funding position	48,833	2,469	178,731	429,000

Capital expenditure

	\$
Asset replacement	473,000
Equipment shed	3,000
Soundshell	50,000
Total	526,000



Gardens, Reserves and Sportsgrounds

Purpose

To provide safe access to open space for participation in casual and organised recreation and leisure activities;

To contribute to the aesthetic look of Rotorua through quality plantings, bedding displays, interpretation and information panels that support Rotorua's reputation as a friendly and visually appealing place to live, visit, work, invest and do business.

- Sports fields, reserves and amenities
- Gardens/bedding/amenity planting
- Cemeteries/crematorium
- Nursery

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
✓		✓				✓

Key projects for 2014/15

- **Mamaku Youth Space - \$120,000**
Council has already constructed youth spaces at Fordlands, Westbrook and Koutu. Original plans had anticipated the next youth space on the east side of the city. However, Mamaku has been identified as a higher priority because of a lack of youth activities or facilities in that area.
- **Boatramp upgrades and developments - \$127,000**
Funding has been set aside for improvements to ramps, and parking and other access issues around a small number of boat ramps. Because of its heavy event focus, Lake Tikitapu has been identified for the initial work, while other ramps will be identified in discussions with boat users or local communities. We expect to prioritise work on the boatramps and associated manoeuvring and parking surfaces at Lake Tikitapu and Merge Lodge Reserve at Lake Rotoma.
- **Cemetery plots and ashes wall developments - \$25,000**
The current wall is almost full and this project provides for the provision of a new wall to supply spaces for the next 5-8 years.
- **City event entrance signage - \$80,000**
This project is to build three event signs at city gateways. It is important for the marketing and promotion of events in the city that information on upcoming or current events be effectively provided to visitors and locals.
- **Toilet upgrades/renewals - \$260,000**
This project is for upgrading existing public toilet facilities in the district. The Lake Tikitapu toilet is the first priority with additional work being planned for new facilities at Trout Pool Road end car park and Rotoiti Delta boat ramp adjacent to State Highway 33.
- **Puketawhero Park toilet block - \$140,000**
A toilet block is to be provided at Puketawhero Park. External funding will be sought, with Council providing up to \$140,000.



Gardens, Reserves and Sportsgrounds

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
Provide access to safe, well maintained parks,-reserves and sportsfields	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%
	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%
	90% of children's play areas within 500m of dwellings in the urban area.	90%	90%
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%



Gardens, Reserves and Sportsgrounds

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	9,063,000	8,722,000	7,376,018	7,487,000
Fees and charges	2,015,398	2,193,984	1,611,767	2,610,000
Subsidies and grants	26	5,000	45,500	-
Total income	11,078,424	10,920,984	9,033,285	10,097,000
Operating expenditure				
Staff costs	1,241,423	4,114,955	991,968	947,000
Direct costs	2,586,625	3,429,572	811,370	434,000
Finance cost	813,510	886,573	888,073	946,000
Depreciation	1,496,126	1,833,126	1,986,156	1,984,000
Group overhead	5,356,068	1,676,832	5,562,832	5,593,000
Total operating expenditure	11,493,752	11,941,058	10,240,399	9,904,000
Operating net cost of service	(415,328)	(1,020,074)	(1,207,114)	193,000
Capital expenditure				
Capital acquisitions	(1,490,885)	(1,252,000)	(1,003,848)	(649,000)
Capital renewals	(661,794)	(934,000)	(657,706)	(1,185,000)
Depreciation	1,496,126	1,833,126	1,986,156	1,984,000
Capital funding				
Capital revenue	651,853	200,323	158,707	158,000
Asset proceeds	-	-	-	-
Net funding position	(420,028)	(1,172,625)	(723,805)	501,000

Capital expenditure

	\$
Tarukenga Cemetery development	50,000
Cemetery plots and ashes wall developments	25,000
Toilet upgrades/renewals	259,000
City event entrance signage	80,000
Nursery renewals	14,000
Boatramp upgrades and developments	127,000
Parks and Tokorangi Triangle renewals	606,000
Playgrounds	8,000
Puketawhero Park toilet	140,000
Renewal of parks structures and buildings	296,000
Tarawera Landing sewerage system	100,000
Crematorium renewals	9,000
Mamaku youth space construction	120,000
Total	1,834,000



Pensioner Housing

Purpose

To provide safe, accessible residential hubs to support the wellbeing of our older people.

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
✓						

Key projects for 2014/15

RDC has previously considered partnering with a community organisation to manage and develop the council's 156 pensioner units. Council will explore a partnership with a community or iwi provider to help achieve this for our community and, potentially, improve current provision. Approximately 24 units require major refurbishment in the near future. Council alone cannot access central government funding for upgrades. There is a real opportunity to examine how to enhance the current service.

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
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.	85%	N/A



Pensioner Housing

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	-	8,000	-	-
Fees and charges	783,520	760,404	790,404	790,000
Subsidies and grants	-	-	-	-
Total income	783,520	768,404	790,404	790,000
Operating expenditure				
Staff costs	68,890	65,492	34,172	32,000
Direct costs	442,683	340,409	277,806	257,000
Finance cost	-	-	-	-
Depreciation	194,715	256,000	552,456	552,000
Group overhead	158,857	96,691	179,691	181,000
Total operating expenditure	865,145	758,592	1,044,125	1,022,000
Operating net cost of service	(81,625)	9,812	(253,721)	(232,000)
Capital expenditure				
Capital acquisitions	-	-	-	-
Capital renewals	(29,973)	(83,000)	(82,170)	-
Depreciation	194,715	256,000	552,456	552,000
Capital funding				
Capital revenue	-	-	-	-
Asset proceeds	-	-	-	-
Net funding position	83,117	182,812	216,565	320,000



Purpose

To collect, preserve and showcase the unique stories of Rotorua’s local culture, history and its people, to our people and to our visitors.

- Programmes – public programmes
- Education
- Collections – approximately \$35m

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
		✓	✓			

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
To collect, preserve and show case the unique stories of Rotorua’s local culture, history and its people to our people and to our visitors	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 to 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

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	1,817,000	2,077,000	2,365,251	2,401,000
Fees and charges	1,843,702	2,006,000	1,894,000	1,894,000
Subsidies and grants	-	-	18,000	18,000
Total income	3,660,702	4,083,000	4,277,251	4,313,000
Operating expenditure				
Staff costs	1,366,981	1,574,996	1,575,700	1,505,000
Direct costs	1,514,148	1,682,538	1,622,903	1,519,000
Finance cost	215,171	176,869	178,569	189,000
Depreciation	592,700	465,000	483,192	483,000
Group overhead	396,670	700,306	700,306	713,000
Total operating expenditure	4,085,670	4,599,709	4,560,670	4,409,000
Operating net cost of service	(424,968)	(516,709)	(283,419)	(96,000)
Capital expenditure				
Capital acquisitions	(9,059)	-	-	(9,000)
Capital renewals	(197,976)	(276,000)	(273,240)	(197,000)
Depreciation	592,700	465,000	483,192	483,000
Capital funding				
Capital revenue	7,395	428,000	423,698	-
Asset proceeds	-	-	-	-
Net funding position	(31,908)	100,291	350,231	181,000

Capital expenditure

	\$
Museum renewals	197,000
Collection development	9,000
Total	206,000

Economic Development

Purpose

To promote Rotorua as a great place to live, visit, work, invest and do business.

- Tourism attraction and marketing
- Economic development - Grow Rotorua and Airport
- Inner city development and operations

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
		✓	✓	✓	✓	

Key projects for 2014/15

- **Arts trail link to Government Gardens – 1% of all projects**
Council has a policy where 1% of all capital projects is allocated to art projects in public spaces. The priority for the coming year is the inner city. It is proposed to create an arts trail linking to Government Gardens.
- **Air New Zealand joint venture funding year 2 – \$1 million**
Over the last few years Council has committed to joint venture marketing of the trans-Tasman air service with Air New Zealand. The most recent agreement was for Council to contribute up to \$3 million over a two year agreement, based on a number of performance measures. One million dollars was included in the 2013/2014 budget. In the 2014/15 budget \$1 million has been included.
This funding is included in the direct costs line of the economic development activity and paid directly by Council, not the airport company.
- **Tourism Marketing – Famously Rotorua Campaign**
Launched in October 2013, this three year campaign showcases the diversity Rotorua has to offer the domestic market. It aims to appeal to people who want to indulge in nature, unique and indigenous cuisine, adventure, and quality family experiences. The Famously Rotorua campaign has been jointly funded by industry partners and a one-off contribution from Council last year. In 2014/15 the campaign continues to be funded through Rotorua Marketing's activity.
- **Grow Rotorua Funding**
Grow Rotorua Ltd is a council controlled organisation set up to play a key role in lifting the district's economic performance, with a primary focus on evaluation of four well established sectors with economic growth potential: agriculture, forestry, geothermal and tourism. Council funds Grow Rotorua Ltd (\$800,000) to deliver the council's objectives. This funding is included in the direct cost line of the Economic Development activity.

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
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%
	95% of residents very/fairly satisfied with appearance and cleanliness of CBD.	95%	95%
Facilitating events at the city centre which contribute to the vibrancy of the	Minimum of 300 events held in the city centre annually.	300	300



Economic Development

Level of Service	Performance measures	2014/15 targets	2013/14 targets
city.	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).	3.130m	3.068m
	Number of visitor nights spent in Rotorua.	3.704m	3.595m
	Average daily expenditure per domestic visitor.	\$82	\$81
	Average daily expenditure per international visitor.	\$157	\$155
	Total visitor expenditure in Rotorua.	\$558m	\$538m
Focus marketing efforts into: - the existing large markets of Auckland and Australia; and - the fast growing key Asian markets	Rotorua's market share of Aucklander visitor nights spent in NZ regions, expressed as a percentage.	7.1%	6.8%
	Rotorua's market share of Australian visitor arrivals to NZ.	19.8%	19.7%
	Number of arrivals to Rotorua from key Asian markets (i.e. sum of day and overnight arrivals from China, Japan and Korea).	215,100	192,600
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%
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.	100	75
	Percentage of respondents that list Rotorua as a preferred lifestyle destination to live, work and invest.	80%	75%
	Business sector satisfaction rating with live, work and invest promotion.	80%	75%
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%	85%
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.	\$1.8m	\$1.6m
	Percentage sales directly contributing to the Rotorua economy.	85%	80%



Economic Development

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	9,831,000	12,811,000	11,476,542	11,650,000
Fees and charges	5,714,828	4,878,787	3,747,902	3,747,000
Subsidies and grants	318,795	51,000	51,000	51,000
Total income	15,864,623	17,740,787	15,275,444	15,448,000
Operating expenditure				
Staff costs	2,643,694	3,271,595	2,541,428	2,426,000
Direct costs	5,115,068	7,088,864	5,714,527	5,611,000
Finance cost	3,971,657	3,686,076	3,884,506	4,139,000
Depreciation	1,434,589	1,474,104	1,421,054	1,420,000
Group overhead	2,718,109	2,109,181	3,086,181	3,119,000
Total operating expenditure	15,883,117	17,629,820	16,647,696	16,715,000
Operating net cost of service	(18,494)	110,967	(1,372,252)	(1,267,000)
Capital expenditure				
Capital acquisitions	(880,605)	(3,940,000)	(3,566,430)	-
Capital renewals	(153,706)	(227,000)	(407,520)	(153,000)
Depreciation	1,434,589	1,474,104	1,421,054	1,420,000
Capital funding				
Capital revenue	-	-	-	-
Asset proceeds	-	-	-	-
Net funding position	381,784	(2,581,929)	(3,925,148)	-

Capital expenditure

	\$
City Focus renewals	33,000
Runway and other Airport renewals	120,000
	153,000



Consenting Services

Purpose

To promote, encourage and assist our citizens and developers in fulfilling their objectives to enhance, grow and create new developments.

- Building consents
- Resource consents

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
			✓	✓	✓	

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
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%
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%
Timely and consistent processing of consent applications.	100% of 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%



Consenting Services

Level of Service	Performance measures	2014/15 targets	2013/14 targets
	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.	Achieved	N/A
	Percentage of customers very/fairly satisfied with the consent process.	Net 5% increase on previous year's actual	Net 5% increase on previous year's actual
Prompt responses to complaints.	100% of complaints responded to within one working day of receipt.	100%	100%
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%
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%



Consenting Services

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	135,120	198,000	72,898	74,000
Fees and charges	2,896,939	1,695,704	1,468,079	1,465,000
Subsidies and grants	-	-	-	-
Total income	3,032,059	1,893,704	1,540,977	1,539,000
Operating expenditure				
Staff costs	3,114,896	1,589,521	1,436,747	1,371,000
Direct costs	696,055	875,267	745,620	700,000
Finance cost	-	516	1,516	1,000
Depreciation	133	-	-	-
Group overhead	772,955	(595,528)	(595,528)	(538,000)
Total operating expenditure	4,584,039	1,869,776	1,588,355	1,534,000
Operating net cost of service	(1,551,980)	23,928	(47,378)	5,000
Capital expenditure				
Capital acquisitions	-	-	-	-
Capital renewals	-	(25,000)	-	-
Depreciation	133	-	-	-
Capital funding				
Capital revenue	-	-	-	-
Asset proceeds	-	-	-	-
Net funding position	(1,551,847)	(1,072)	(47,378)	5,000



Regulatory Services

Purpose

To support the council's compliance and enforcement activities to optimise the safety and wellbeing of our citizens and visitors.

- Animal control
- Health and liquor permits
- Parking enforcement

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
✓		✓	✓			

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
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%



Regulatory Services

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	630,000	-	-	-
Fees and charges	2,713,273	3,005,143	2,898,412	2,997,000
Subsidies and grants	-	-	-	-
Total income	3,343,273	3,005,143	2,898,412	2,997,000
Operating expenditure				
Staff costs	1,932,482	1,516,622	1,545,392	1,475,000
Direct costs	829,634	810,366	801,112	778,000
Finance cost	1,926	2,318	2,318	1,000
Depreciation	28,538	24,000	25,724	25,000
Group overhead	568,140	467,429	467,429	473,000
Total operating expenditure	3,360,720	2,820,735	2,841,975	2,752,000
Operating net cost of service	(17,447)	184,408	56,437	245,000
Capital expenditure				
Capital acquisitions	-	-	-	-
Capital renewals	(10,141)	(36,000)	(35,640)	(10,000)
Depreciation	28,538	24,000	25,724	25,000
Capital funding				
Capital revenue	-	-	-	-
Asset proceeds	-	-	-	-
Net funding position	950	172,408	46,521	260,000

Capital expenditure

	\$
Dog pound renewals	6,000
Inspection equipment renewals	4,000
Total	10,000



Roads and Footpaths

Purpose

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

- **Roads** – maintenance of roading infrastructure including road marking , reseals, street lighting
- **Travel demand management** - working with communities to deliver road safety education, travel planning, walking and cycling.
- **Management of state highway network** - within the district
- **Footpaths** – well maintained, allowing citizens to participate in other forms of transport, and getting around the district

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
✓			✓			

Key projects for 2014/15

- **Rural road seal extension - \$400,000**
Council has historically borrowed to fund approximately 7km of rural road seal extension each year. This year Council has again included funding for rural seal extensions but the funding level has been reduced to \$400,000 per annum (approximately one-third of previous levels).
- **Local bus routes and tourist bus parking improvements - \$100,000**
Local bus routes are to be rearranged to circulate in both directions around the inner city. This is intended to improve the economic value of patrons throughout the inner city, and to reduce problems resulting from too many people waiting at Pukuatua Street bus stops. The intended routes will circulate passengers along Fenton, Arawa and Amohia Streets, and possibly Rotorua Central to complete the circuit. Also a changed median strip on Fenton Street will prevent right turns from Haupapa Street.



Roads and Footpaths

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
Provision of an efficient well maintained roading network.	95% of public bus services run on time.	Achieved	Achieved
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 educational and sustainability programmes that support the environment.	6 educational programmes delivered per year.	6	6
* Performance measure - road safety	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.		
* Performance measure - road condition	The average quality of ride on a sealed local road network, measured by smooth travel exposure.		
* Performance measure - road maintenance	The percentage of the sealed local road network that is resurfaced.		
* Performance measure - footpaths	The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its annual plan, activity management plan, asset management plan, annual works program or long term plan).		
* Performance measure - response to service requests	The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the long term plan.		

* A number of new indicators have been added by government legislation that measure core services. During this year council will monitor initial results to provide a benchmark to enable council to set targets in the following years.



Roads and Footpaths

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	8,983,000	8,822,000	8,989,137	9,125,000
Fees and charges	22,965	54,622	42,000	42,000
Subsidies and grants	3,782,284	1,050,769	3,244,000	3,244,000
Total income	12,788,249	9,927,391	12,275,137	12,411,000
Operating expenditure				
Staff costs	844,404	713,546	664,621	633,000
Direct costs	842,605	6,363,101	5,988,999	5,599,000
Finance cost	2,002,966	818,645	818,645	873,000
Depreciation	5,281,962	7,550,683	6,458,880	6,458,000
Group overhead	6,505,046	2,519,372	2,743,372	2,718,000
Total operating expenditure	15,476,983	17,965,347	16,674,517	16,281,000
Operating net cost of service	(2,688,734)	(8,037,956)	(4,399,380)	(3,870,000)
Capital expenditure				
Capital acquisitions	(5,452,528)	(4,271,000)	(3,053,880)	(560,000)
Capital renewals	(5,005,014)	(5,174,000)	(5,123,730)	(4,994,000)
Depreciation	5,281,962	7,550,683	6,458,880	6,458,000
Capital funding				
Capital revenue	4,274,191	5,659,882	4,145,917	4,145,000
Asset proceeds	-	-	-	-
Net funding position	(3,590,123)	(4,272,391)	(1,972,193)	1,179,000

Capital expenditure

	\$
Drainage renewals	236,000
Footpath renewals	154,000
Parks roads renewals	91,000
Passenger transport infrastructure	46,000
Local bus routes and tourist bus parking improvements	100,000
Pavement rehabilitation	1,603,000
Road reseals	2,578,000
Rural road seal extensions	400,000
Structural renewals	137,000
Te Ngae Road footpath (Rotokawau)	15,000
Traffic services renewals	194,000
Total	5,554,000



Sewerage and Sewage

Purpose

To provide for the removal, treatment and disposal of wastewater from homes and businesses in a way that is safe, economical, sustainable and responsive to the needs of our citizens.

- **Wastewater** - removal, treatment and disposal

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
✓						✓

Key projects for 2014/15

- **Tarawera Landing sewerage system - \$100,000**
Problems with the sewerage system for public toilets beside the Landing Café resulted in beach closures during the summer of 2013/14. These have been repaired but a replacement system is required to ensure the beach and lake are protected.
- **Construction of the full Terax plant - \$7.5m in 2014/15 and \$2m in 2015/16**
Council has partnered with Scion to develop a technology solution for the treatment of sludge from the Wastewater Treatment Plant. The trial and pilot have been very successful to the extent that Council is now committed to construction of a full plant. The full plant is intended to process waste sludge produced in Rotorua district and provide a reference plant for others interested in the technology.
In addition, the Intellectual Property (IP) has been trademarked as TERAX™. Scion and RDC now wish to commercialise the IP which has significant market development potential with other local authorities.

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
Provide sewerage systems that are safe, reliable and sustainable.	Reduction in number of household unit equivalents discharging to septic tanks.	Tarawera 393 Mamaku 243 connected	N/A
	95% of customers are very/fairly satisfied with wastewater services.	95%	95%
* Performance measure - system and adequacy	The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system.		



Sewerage and Sewage

Level of Service	Performance measures	2014/15 targets	2013/14 targets
* Performance measure - discharge compliance	<p>Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of:</p> <ul style="list-style-type: none"> ▪ abatement notices ▪ infringement notices ▪ enforcement orders, and ▪ convictions, <p>received by the territorial authority in relation to those resource consents</p>		
* Performance measure - fault response times	<p>Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured:</p> <ul style="list-style-type: none"> ▪ attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site, and ▪ resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault 		
* Performance measure - customer satisfaction	<p>The total number of complaints received by the territorial authority about any of the following:</p> <ul style="list-style-type: none"> ▪ sewage odour ▪ sewerage system faults ▪ sewerage system blockages, and ▪ the territorial authority's response to issues with its sewerage system, <p>expressed per 1000 connections to the territorial authority's sewerage system</p>		

* A number of new indicators have been added by government legislation that measure core services. During this year council will monitor initial results to provide a benchmark to enable council to set targets in the following years.



Sewerage and Sewage

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	10,432,000	10,971,000	12,475,444	12,664,000
Fees and charges	847,545	803,850	516,280	516,000
Subsidies and grants	-	-	-	-
Total income	11,279,545	11,774,850	12,991,724	13,180,000
Operating expenditure				
Staff costs	1,679,494	1,560,442	1,259,114	1,203,000
Direct costs	5,987,410	5,100,410	5,300,399	4,886,000
Finance cost	-	427,697	432,197	460,000
Depreciation	5,251,153	4,037,067	4,393,164	4,393,000
Group overhead	1,347,506	3,213,105	3,837,713	3,803,000
Total operating expenditure	14,265,563	14,338,721	15,222,587	14,745,000
Operating net cost of service	(2,986,018)	(2,563,871)	(2,230,863)	(1,565,000)
Capital expenditure				
Capital acquisitions	(6,140,991)	(1,579,000)	(2,671,085)	(12,030,000)
Capital renewals	(1,604,871)	(1,877,000)	(1,802,515)	(1,754,000)
Depreciation	5,251,153	4,037,067	4,393,164	4,393,000
Capital funding				
Capital revenue	245,906	2,396,362	704,884	4,185,000
Asset proceeds	-	-	-	-
Net funding position	(5,234,821)	413,558	(1,606,415)	(6,771,000)

Capital expenditure

	\$
Stormflow pump station screen	30,000
Flow balancing tank and pipe upgrade	700,000
Inlet screen installation	120,000
Land treatment renewals	19,000
Sewage pump station renewals	256,000
Construction of full Terax plant	10,980,000
Treatment Plant renewals	262,000
Urban network renewals	1,067,000
Waste water treatment and disposal upgrade	350,000
Total	13,784,000



Stormwater and Land Drainage

Purpose

To protect people and property from flood damage and to minimise the adverse effects of stormwater run-off on the district's lakes and waterways.

- **Stormwater** - operations and maintenance

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
✓	✓					✓

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
* Performance measure - system adequacy	The number of flooding events that occur in a territorial authority district. For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system).		
* Performance measure - discharge compliance	Compliance with the territorial authority's resource consents for discharge from its stormwater system measured by the number of: <ul style="list-style-type: none"> ▪ abatement notices ▪ infringement notices ▪ enforcement orders, and ▪ convictions, received by the territorial authority in relation to those resource consents.		
* Performance measure - response times	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.		
* Performance measure - customer satisfaction	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system.		

- * A number of new indicators have been added by government legislation that measure core services. During this year council will monitor initial results to provide a benchmark to enable council to set targets in the following years.



Stormwater and Land Drainage

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	4,289,000	4,497,000	5,633,849	5,719,000
Fees and charges	127,518	123,756	63,000	63,000
Subsidies and grants	-	-	-	-
Total income	4,416,518	4,620,756	5,696,849	5,782,000
Operating expenditure				
Staff costs	-	527,004	220,000	210,000
Direct costs	591,785	376,657	767,836	666,000
Finance cost	739,379	1,039,781	779,781	831,000
Depreciation	2,145,522	2,065,198	2,086,512	2,086,000
Group overhead	1,365,253	991,810	1,376,810	1,364,000
Total operating expenditure	4,841,939	5,000,450	5,230,939	5,157,000
Operating net cost of service	(425,421)	(379,694)	465,910	625,000
Capital expenditure				
Capital acquisitions	(617,009)	(598,000)	(419,738)	(724,000)
Capital renewals	(1,783,574)	(1,729,000)	(1,475,300)	(1,675,000)
Depreciation	2,145,522	2,065,198	2,086,512	2,086,000
Capital funding				
Capital revenue	45,374	44,035	-	-
Asset proceeds	-	-	-	-
Net funding position	(635,108)	(597,461)	657,384	312,000

Capital expenditure

	\$
Stormwater renewals	1,675,000
Stormwater upgrades	724,000
Total	2,399,000



Waste Management

Purpose

To provide for the collection, reduction, re-use, recycling and disposal of waste in a sustainable manner.

- Recycling
- Waste collection
- Landfill
- Transfer stations

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
✓	✓				✓	

Key projects for 2014/15

- **Waste minimisation strategy**
Council is intending to review its waste minimisation strategy during the year. This strategy will be an important opportunity to discuss options for recycling with the community.
- **Tarawera transfer station 24 hour access - \$75,000 plus operational cost increases of \$10,000 - \$30,000 per year**
Over the 2013/14 summer a trial was undertaken providing 24 hour access to the Tarawera transfer station. This trial was well received by residents and users of the new Tarawera trail, which begins across the road. With the heavy influx of visitors to Tarawera over summer there are often problems with rubbish bags left on Spencer Road or in reserve areas. This project is intended to allow for a redesign of the transfer station to provide permanent 24 hour access.

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
Provide sustainable recycling facilities for household, green waste and concrete.	Percentage of green waste and concrete recovered from total amount landfilled.	19%	17%
	Number of tonnes per annum of recycled material recovered.	4,690 tonnes	4,470 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%
Provide sustainable recycling facilities for household, green waste and concrete.	Percentage of green waste and concrete recovered from total amount landfilled.	19%	17%



Waste Management

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	3,364,000	3,879,000	3,925,667	3,985,000
Fees and charges	5,643,845	6,541,353	3,447,550	3,447,000
Subsidies and grants	-	-	-	-
Total income	9,007,845	10,420,353	7,373,217	7,432,000
Operating expenditure				
Staff costs	40,298	1,051,961	174,382	164,000
Direct costs	2,078,935	5,788,894	2,985,332	2,619,000
Finance cost	4,814	430,896	430,896	458,000
Depreciation	1,049,280	701,645	339,396	339,000
Group overhead	5,861,785	2,618,034	4,776,034	4,743,000
Total operating expenditure	9,035,112	10,591,430	8,706,040	8,323,000
Operating net cost of service	(27,267)	(171,077)	(1,332,823)	(891,000)
Capital expenditure				
Capital acquisitions	(1,387,620)	(1,084,000)	(1,048,000)	(75,000)
Capital renewals	(326,720)	(110,000)	(54,000)	(326,000)
Depreciation	1,049,280	701,645	339,396	339,000
Capital funding				
Capital revenue	812,000	822,977	953,000	953,000
Asset proceeds	-	-	-	-
Net funding position	119,673	159,545	(1,142,427)	-

Capital expenditure

	\$
Landfill renewals	326,000
Tarawera transfer station 24 hour access	75,000
Total	401,000



Water Supplies

Purpose

To provide residents with uninterrupted access to safe, clean and drinkable water

- Urban water scheme
- Rural water scheme

Contribution to Rotorua 2030

Rotorua 2030 Goals						
Resilient communities	Homes that match needs	Outstanding places to play	Vibrant city heart	Business innovation and prosperity	Employment choices	Enhanced environment
✓	✓					

How we measure success

Level of Service	Performance measures	2014/15 targets	2013/14 targets
Provide water to households that is safe to drink, sustainable and has adequate pressure and flow.	Achieve MOH gradings of minimum Cc across all water supplies.	Achieved	Achieved
Provide educational programmes to ensure efficient use of water.	3 education programmes delivered per year.	3	3
* Performance measure - safety of drinking water	Compliance with: <ul style="list-style-type: none"> part 4 of the drinking-water standards (bacteria compliance criteria), and part 5 of the drinking-water standards (protozoal compliance criteria) 		
* Performance measure - maintenance of the reticulation network	The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this).		



Water Supplies

Level of Service	Performance measures	2014/15 targets	2013/14 targets
* Performance measure - fault response times	<p>Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured:</p> <ul style="list-style-type: none"> ▪ attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site, and ▪ resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption. ▪ attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site, and ▪ resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption. 		
* Performance measure - customer satisfaction	<p>The total number of complaints received by the local authority about any of the following:</p> <ul style="list-style-type: none"> ▪ drinking water clarity ▪ drinking water taste ▪ drinking water odour ▪ drinking water pressure or flow ▪ continuity of supply, and ▪ the local authority's response to any of these issues <p>expressed per 1000 connections to the local authority's networked reticulation system.</p>		
* Performance measure - demand management	<p>The average consumption of drinking water per day per resident within the territorial authority district.</p>		

* A number of new indicators have been added by government legislation that measure core services. During this year council will monitor initial results to provide a benchmark to enable council to set targets in the following years.



Water Supplies

Activity statement

	LTP Year 3 2014/15 \$	2014 Annual Plan \$	2014 Forecast \$	2015 Annual Plan \$
Revenue				
Rates	4,045,000	7,403,000	6,767,712	6,870,000
Fees and charges	5,412,348	826,035	226,000	214,000
Subsidies and grants	-	-	-	-
Total income	9,457,348	8,229,035	6,993,712	7,084,000
Operating expenditure				
Staff costs	2,251,991	3,716,954	2,553,761	2,295,000
Direct costs	2,721,446	2,828,718	2,410,050	2,209,000
Finance cost	31,770	338,588	338,588	360,000
Depreciation	2,729,440	3,063,908	3,115,764	3,153,000
Group overhead	1,283,007	245,120	1,484,455	1,576,000
Total operating expenditure	9,017,654	10,193,288	9,902,618	9,593,000
Operating net cost of service	439,694	(1,964,253)	(2,908,906)	(2,509,000)
Capital expenditure				
Capital acquisitions	(3,894,729)	(2,267,000)	(1,142,400)	(485,000)
Capital renewals	(1,331,973)	(1,701,500)	(1,569,915)	(2,491,000)
Depreciation	2,729,440	3,063,908	3,115,764	3,153,000
Capital funding				
Capital revenue	3,029,988	618,780	47,480	47,000
Asset proceeds	-	-	-	-
Net funding position	972,420	(2,250,065)	(2,457,977)	(2,285,000)

Capital expenditure

	\$
Plant and building renewal	20,000
Backflow prevention devices installation or upgrade	200,000
Meter renewals	40,000
Minor and electrical and mechanical plant upgrades	21,000
Urban network renewals	1,227,000
New rider mains	300,000
Planning and establishment of new Ngongotaha water source	600,000
Plant improvements	10,000
Kaharoa water renewals	6,000
Mamaku water renewals	11,000
Okareka water renewals	8,000
Reporoa water renewals	7,000
Replacement of monitoring equipment	11,000
Sectorisation and pressure management	475,000
Seismic shut-off valve installation	40,000
	2,976,000



Council controlled organisations (CCOs)

A council controlled organisation (CCO) is a company or trust controlled by council. The activities of the company are overseen by a board of directors. Council selects and appoints the directors to the board based on their ability to add value to the organisation.

Expectations for the CCO are set by the council. Council is able to set the level of decision-making for the board and the outcomes they are to achieve.

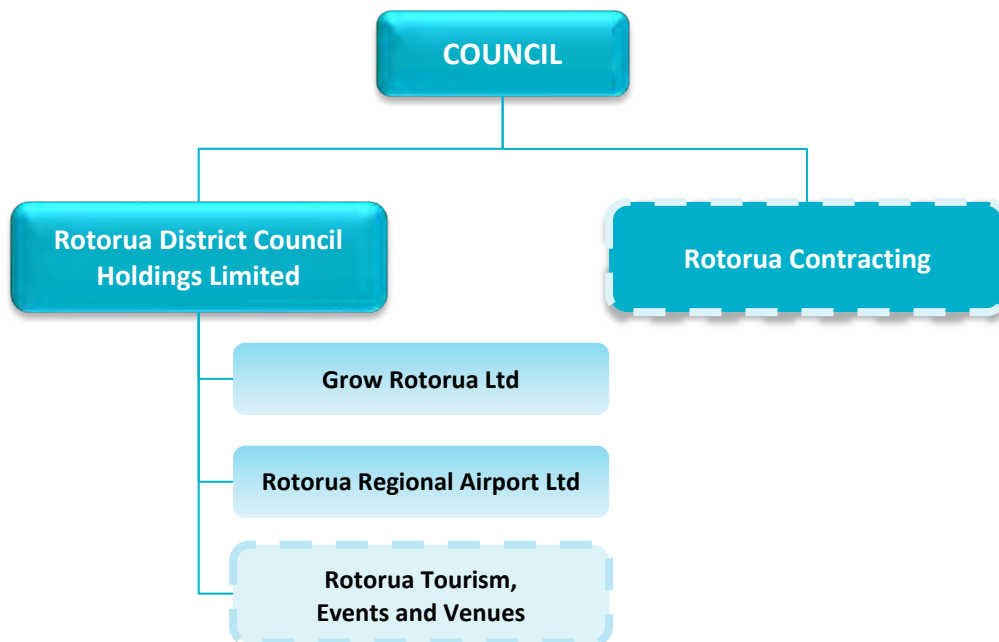
In contract to councils, CCOs are focused on achieving a constrained set of business objectives. This brings a unifying focus to the organisation along with efficiencies through a corresponding drive to align resources with the required outcomes.

The formation of partnerships and alliances is a further strength of the CCO model. Commonly perceived as being more commercial and flexible than councils, CCOs are often able to collaborate more effectively with the private sector.

RDC presently has a number of CCOs (Rotorua District Council Holding Ltd, Grow Rotorua Ltd, Rotorua Regional Airport Ltd) and proposes to introduce two new CCOs in the coming financial year – Rotorua Contracting, and Rotorua Tourism, Events and Venues.

Council is currently undertaking design work on the potential creation of the above CCOs. On completion of this design work, council will undertake the special consultative process to gain feedback from the wider community on the proposal.

The proposed structure for CCO accountability is:



--- Proposed new CCOs for 2014/15 (final names yet to be determined)



Council controlled organisations (CCOs)

Rotorua District Council Holdings Ltd

In 2010 council established a holding company, Rotorua District Council Holdings Limited, to be used as an umbrella for a range of commercial activities that were identified at the time. Going forward council is considering using the holding company to assist in managing and coordinating the activities of Grow Rotorua Ltd, Rotorua Regional Airport Ltd and the new Tourism, Events and Venues CCO. The advantages to this approach include:

- The application of additional commercial focus and rigor applied in the interface between council and the subsidiary organisations;
- Enhanced coordination arising from the ability to have representation on the holding company board from each of the subsidiary boards;
- The potential to include some level of political representation on the holding company board; and
- A more streamlined interface from a council perspective.

As at 30 June 2013 the holding company had not traded.

Grow Rotorua Ltd

Grow Rotorua Ltd is a council controlled organisation (CCO) that is 100% council owned. It was established in late 2012 as a result of the Rotorua Sustainable Economic Growth Strategy. Grow Rotorua Ltd continues to influence in the development of initiatives that strengthen economic investment opportunities in key economic driver areas: forest industry, tourism, agriculture (including land use change) and geothermal and other sources of renewable energy. During the 2014/15 year Grow Rotorua Ltd will progress development of new spa opportunities and discussions on potential geothermal-themed golf tourism and deliver a strategic plan to maximise the economic opportunities generated by mountain biking in Rotorua. Grow Rotorua's forestry focus will centre on the case for Centre of Excellence for Engineered Wood Products investment in Rotorua and on-shore value-added processing of export logs.

Rotorua Regional Airport Ltd

Rotorua Regional Airport Limited (RRAL) is a limited liability company which trades as Rotorua International Airport. RRAL is fully owned by the Rotorua District Council and is a Council Controlled Trading Organisation as defined under section 6 of the Local Government Act 2002. Airport operations are managed by a chief executive reporting to the company's board of directors. One of his key objectives is to ensure that the Airport improves its financial performance and its return to its shareholder.

Rotorua Tourism, Events and Venues

This proposed CCO will be focussed on attracting visitors to Rotorua. This will include i-Site, Events and Venues, the role of the Tourism Committee, and Destination Rotorua Marketing. Transfer of responsibility of the customer service functions of the Redwoods Centre and the City Focus is part of the proposal. Overall the function of this CCO would:

- encourage collaboration with related industry sectors;
- ensure a coordinated approach while avoiding duplication; and
- provide greater commercial discipline and drive efficiency and effectiveness gains.

Rotorua Contracting

Existing council services of Castlecorp, the Nursery and the Landfill are proposed to be transitioned to this CCO. The formation of this CCO would:

- support enhanced employment and training outcomes;
- foster business development and growth;
- maintain the ability of council to control key service attributes (eg: nature of planting in the CBD);
- encourage commercial discipline and efficiency; and
- provide a mechanism for external investment.

