

Delivering our services

Community Infrastructure

Why we do it

We're involved in arts and culture to enrich communities, treasure and display our unique cultural history, encourage exploration of new ideals and new worlds, and promote creative vibrancy within the district.

What we do

District Library

The District Library takes care of and connects our people to information, to encourage personal development and community participation.

This includes: collections/lending services, website, a mobile library and housebound service, and programme/displays and exhibitions.

Rotorua Museum

The Rotorua Museum keeps the really important stories of our place and its people alive in an up-to-date and relevant way. This is done through the delivery of permanent exhibitions. The delivery of a dynamic and active programme of public lectures, films, tours, and children's activities provides the ability to explore art and cultures of Rotorua and other countries.

Events and Venues

A range of uses within the venues that includes:

- Local amateur performance
- Cultural activity performance
- Sports and recreation
- Conference and incentive activities
- Social functions
- Touring and local professional performing groups

The venues include:

- International stadium
- Energy Events Centre
- Soundshell and Te Runanga Tearooms
- Sir Howard Morrison Performing Arts Centre

Rotorua 2030 Goals



Pensioner Housing

We provide 165 units throughout the district to people 55 and over, and with limited assets and income.

Community House

Community House provides a central location for community/social services, e.g. Citizens Advice Bureau and budget advice.

Community Halls

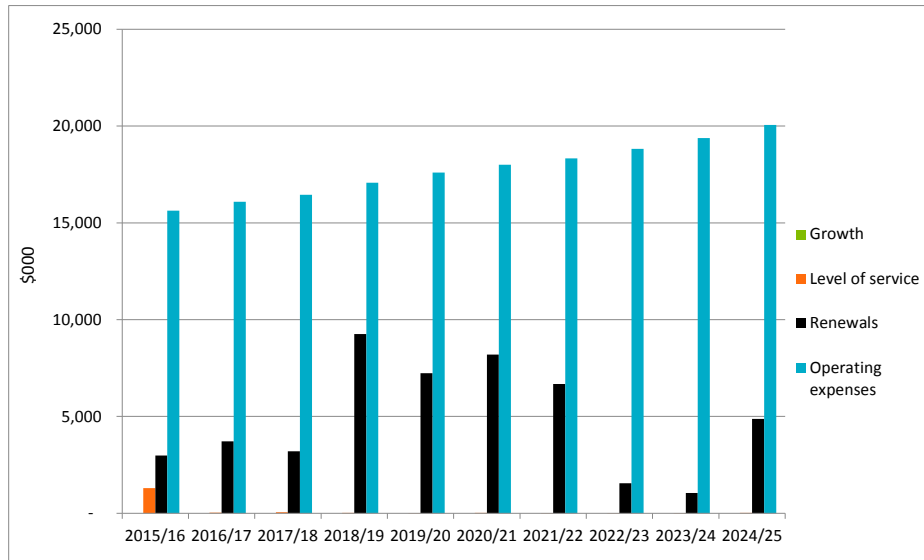
Nine halls contribute community meeting places, mainly within the rural community.

Aquatic Centre

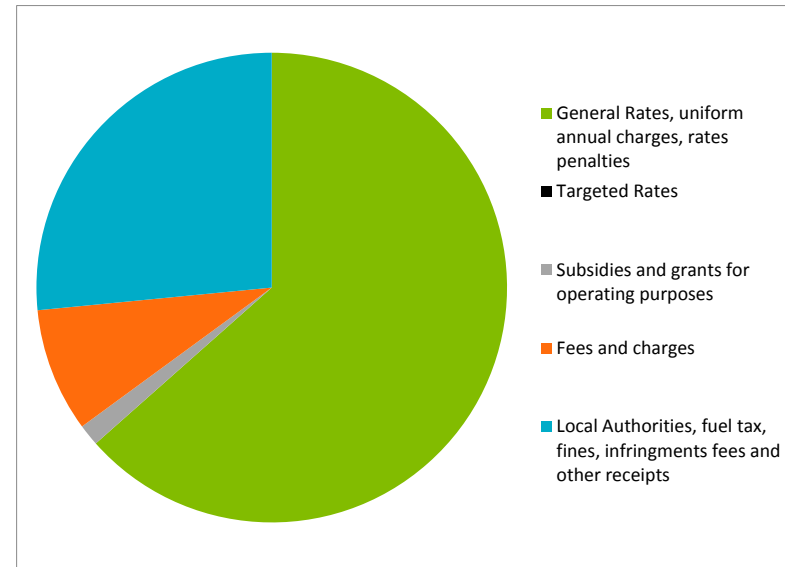
The Aquatic Centre caters for local, regional and national aquatic sports, and provides recreational, health, fitness and leisure programmes and services. Sporting and physical activity opportunities include recreational programmes such as aqua jogging and aerobic classes, Aqua Mums, Green Team holiday programme and Flippa Ball (mini water polo). Other activities include swimming, water polo, canoe polo, outrigger (waka ama), underwater hockey, 'learn to swim' programmes, playground and inflatable fun, volleyball and onsite cardio studio.

The centre also offers swim programmes targeting all age groups, Unison Lake Safety Programme (major sponsor Unison Networks Limited), Rangatahi Lifeguard Award, Go4it Schools Swimming Initiative in conjunction with Water Safety New Zealand, Outrigging (Waka Ama), Central North Island Lifeguard Competition, Boat Safety in conjunction with Rotorua Coastguard, Swim for Life Campaign, pre-entry Police swim testing, training and assessment.

Community Infrastructure costs



How operating expenses are paid for



What you can expect from us

Level of service (What we will do)	Performance measure	Performance targets					
		Current performance 2013/14	Data Source	2015/16	2016/17	2017/18	2019 to 2025
District Library							
Library readily accessible to residents and visitors for the purpose of information gathering, education and recreation.	Total number of people making use of the physical library facilities both permanent and mobile.	340,435	Door count	≥340,000	≥305,000	≥305,000	≥370,000
	Percentage of residents very/fairly satisfied with the overall services offered by the library.	81%	Community Survey	≥80%	≥75%	≥75%	≥85%
Provide a range of programmes that contribute to the education of those attending.	Number of attendees completing reading or computer literacy modules per annum.	New measure*	Learning database	≥340	≥380	≥380	≥420
	Satisfaction with quality and relevance of programmes run by the library.	New measure*	Customer feedback survey	≥85%	≥85%	≥85%	≥85%
Rotorua Museum							
Position the Museum as a “must see” attraction to visitors to the district, both international and domestic.	Total number of visitors per year.	98,996	Ticket count	≥100,000	≥102,000	≥104,000	≥106,000
	80% of local residents very/ fairly satisfied with the museum and its services.	80%	Community Survey	≥80%	≥80%	≥80%	≥80%
Provide events and programmes that are relevant to the community.	Percentage of exhibitions that have relevance to the Rotorua community.	New measure*	Exhibition programme	≥80%	≥80%	≥80%	≥80%
	Participate satisfaction with events and programmes run by the museum.	New measure*	Participant survey	≥80%	≥80%	≥80%	≥80%
Events and Venues							
Encourage and promote a wide range of events and conferences with high levels of participation.	Number of visitor nights resulting from visitors attending major events and multi-day business events.	New measure*	Booking System and Promoter Information	≥106,000	≥110,600	≥115,300	≥120,000
	Visitor expenditure resulting from visitors attending E&V supported Major Events.	New measure*	Booking System and Tourism NZ	≥\$39.2m	≥\$40.8m	≥\$42.6m	≥\$44.5m
Venues are provided and well used to support commercial and community based events.	Community hire days of venues.	New measure*	Booking System	≥330	≥330	≥330	≥330
	% of available capacity utilised of all event venues.	New measure*	Booking System	≥45%	≥45%	≥45%	≥45%

* New measure – denotes focus on alignment of the service with progress towards 2030.

Level of service (What we will do)	Performance measure	Performance targets					
		Current performance 2013/14	Data Source	2015/16	2016/17	2017/18	2019 to 2025
Aquatic Centre							
Provide a variety of fun accessible activities.	Percentage of users very/fairly satisfied with the level of service.	69%	Internally run survey	≥65%	≥65%	≥70%	≥75%
	Number of visitors to the aquatic centre per year.	364,105	Counter intelligence system	≥350,000	≥350,000	≥350,000	≥400,000
Provide opportunities for children to become safe around water.	Number of lessons in Learn to Swim School programmes per term.	11,057	Enrolment Database	≥10,500	≥10,500	≥11,000	≥11,000
	Percentage of customers that repeat their enrolment each term.	New measure*	Enrolment database	≥70%	≥75%	≥80%	≥80%
Pensioner Housing							
Respond to the need to provide affordable/sustainable housing to the Rotorua's older people on low incomes that is maintained to a Habitable state.	The percentage utilisation of all Pensioner houses throughout the year.	New measure*	Tenancy database	≥95%	≥95%	≥95%	≥95%
	100% of inspections are carried out on a 6-monthly basis.	New measure*	Inspections database	Achieved	Achieved	Achieved	Achieved

* New measure – denotes focus on alignment of the service with progress towards 2030.

Capital Expenditure

Reason for change	What will be done	Values			
		Year 1 (\$000)	Year 2 (\$000)	Year 3 (\$000)	Year 4-10 (\$000)
<ul style="list-style-type: none"> Renewals and replacements 	Broadlands Hall renewals	-	-	-	25
	Building renewals	-	122	148	623
	Dawson Drive renewals	-	14	-	68
	Domain Avenue renewals	-	-	-	19
	EQ strengthening - Sir Howard Morrison Performing Arts Centre	680	-	-	8,968
	International Stadium renewals	68	117	8	476
	Kaharoa Hall renewals	-	-	-	59
	Lake Okareka Hall renewals	8	-	-	10
	Library asset renewals	140	144	147	1,150
	Lucas Place renewals	-	14	-	51
	Mamaku Hall renewals	-	-	-	41
	Museum – EQ strengthening – Museum foundations	-	-	-	5,388
	Ngakuru Hall renewals	-	-	-	33
	Ngongotaha Hall renewals	-	8	49	13
	Pipe renewals	-	415	-	-
	Plant & equipment renewals	65	64	147	412
	Rawhiti unit renewals	26	-	-	2,322
	Reporoa Hall renewals	-	-	-	8
	Rerewhakaaitu Hall renewals	-	-	-	19
	Rotorua Energy Events Centre renewals	255	113	42	2,297
	Sir Howard Morrison Performing Arts Centre renewals	830	13	25	650
	Upgrade of the aquatic centre	288	-	-	13,844
	Waikite Hall renewals	-	10	-	-
	Youth health precinct joint DHB project	-	2,135	2,189	-
	Community House demolition	298	-	-	-
	Rotorua museum building & renewals	359	252	337	2,360
	Renewal of "Rotorua Stories"	-	290	-	-
Renewal of "Taking the Cure"	-	-	83	-	
Museum storage renewals	5	10	30	-	
<ul style="list-style-type: none"> Level of service 	Collection development	8	8	8	63
	District library asset renewals	13	25	43	39
	Performing Arts Hub – Sir Howard Morrison Performing Arts Centre	1,275	-	-	-
Grand Total		4,283	3,753	3,257	38,939

Significant negative effects

Potential negative effects associated with undertaking the activities in this group are described below along with actions undertaken to mitigate the effect. Effects from the activities can influence the social, cultural, environmental and economic wellbeing of the community/district. The negative effect could be physical or a perception.

Issue/Risk/Negative impact	Action Plan
Inability to meet customer demand and changing expectations.	Introduction of new programmes and technology to ensure that the service stays ahead of expectations or can readily adjust services to provide for changing demands.
Reduced community access to venues resulting from high revenue events and conferences securing bookings.	Council policy requires a minimum of 40% of venue usage to be by community groups.
Increased traffic congestion arising from major events at venues.	All major events are subject to event specific traffic management plans.
Perceived increase in crime – vehicle, theft and assault resulting from increased numbers of people in and around venues during events.	Mitigated by adequate levels of security staffing, full involvement of Police in planning, and specific event initiatives where clear risks are identified and quantified.
Asset failure due to aged facilities, and backlog of renewals which were not undertaken.	A proposed development plan that seeks community support investment is being prepared. This needs to be matched with ongoing good maintenance and replacement schedules. Existing assets are regularly monitored.
Public/private partnerships to fund future developments at the Aquatic Centre are not secured.	<ul style="list-style-type: none"> ▪ Develop sound business plan and project proposal. ▪ Actively approach/interact with potential partners.



Community Infrastructure – Funding Impact Statement

Community Infrastructure	Annual Plan					Long-term Plan					
	2014/15 (\$000)	2015/16 (\$000)	2016/17 (\$000)	2017/18 (\$000)	2018/19 (\$000)	2019/20 (\$000)	2020/21 (\$000)	2021/22 (\$000)	2022/23 (\$000)	2023/24 (\$000)	2024/25 (\$000)
Sources of operating funding											
General Rates, uniform annual charges, rates penalties	12,800	10,696	11,817	11,788	14,592	13,654	14,483	15,771	12,663	12,307	16,504
Targeted Rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	130	276	276	276	276	276	276	276	276	276	276
Fees and charges	104	1,535	1,589	1,646	1,696	1,751	1,809	1,871	1,939	2,011	2,090
Internal charges and overheads recovered	10	93	96	98	101	104	107	110	114	118	122
Local Authorities, fuel tax, fines, infringements fees and other receipts	5,853	4,776	4,943	5,121	5,276	5,446	5,628	5,821	6,032	6,257	6,503
Total operating funding (A)	18,897	17,376	18,721	18,929	21,941	21,231	22,303	23,849	21,024	20,969	25,495
Applications of operating funding											
Payments to staff and suppliers	11,252	12,251	12,590	12,806	13,197	13,489	13,806	14,222	14,587	15,046	15,498
Finance Cost	919	999	1,049	1,117	1,271	1,418	1,413	1,232	1,254	1,244	1,342
Internal charges and overheads applied	3,314	2,381	2,449	2,524	2,601	2,688	2,781	2,874	2,978	3,090	3,212
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	15,485	15,631	16,088	16,447	17,069	17,595	18,000	18,328	18,819	19,380	20,052
Surplus (deficit) of operating funding (A-B)	3,412	1,745	2,633	2,482	4,872	3,636	4,303	5,521	2,205	1,589	5,443
Sources of capital funding											
Subsidies and grants for capital expenditure	-	1,403	-	-	1,998	2,125	2,125	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	-	1,403	-	-	1,998	2,125	2,125	-	-	-	-
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	355	1,295	33	51	25	8	22	9	9	9	18
- to replace existing assets	1,816	2,988	3,720	3,206	9,258	7,231	8,200	6,674	1,548	1,053	4,873
Increase (decrease) in reserves	-	(1,135)	(1,120)	(775)	(2,413)	(1,478)	(1,794)	(1,162)	648	527	552
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	2,171	3,148	2,633	2,482	6,870	5,761	6,428	5,521	2,205	1,589	5,443
Surplus (deficit) of capital funding (C-D)	(2,171)	(1,745)	(2,633)	(2,482)	(4,872)	(3,636)	(4,303)	(5,521)	(2,205)	(1,589)	(5,443)
Funding balance ((A-B)+(C-D))	1,241	-	-	-	-	-	-	-	-	-	-

Community Safety

Why we do it

We're involved in community safety to contribute towards building 'resilient communities' by minimising the risks to public health, security, personal safety and by working together to keep our district safe.

What we do

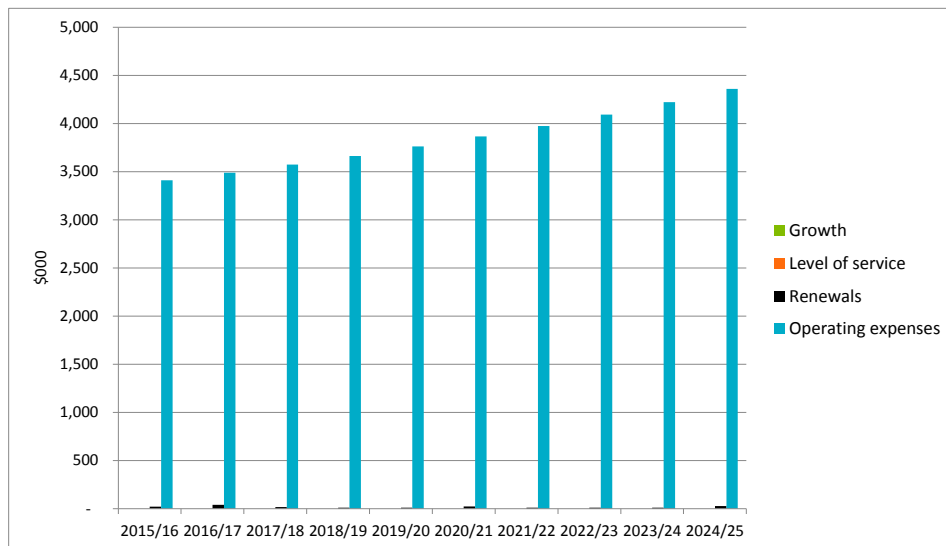
Emergency Management

We provide leadership, advice, planning and resources to enable the community to respond to and recover from any significant disaster that could affect the city.

Regulatory services

This is a combination of services for animal control and inspection; both of which look after public safety, health and wellbeing.

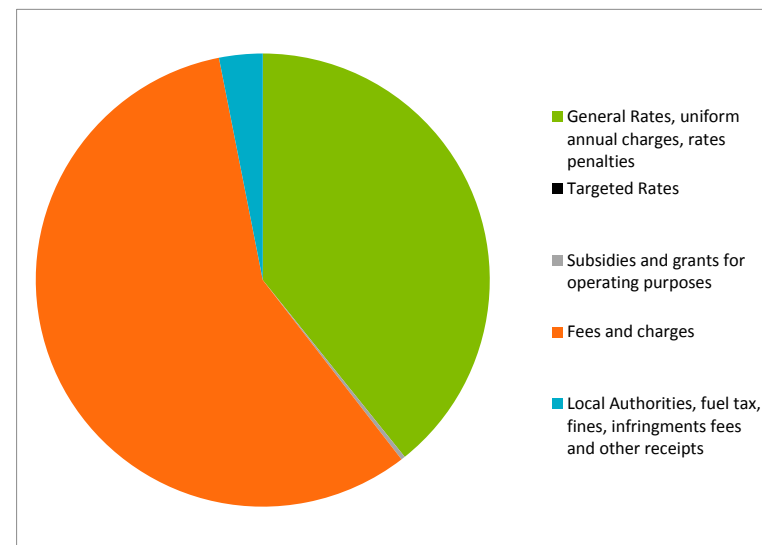
Community Safety costs



Rotorua 2030 Goals



How operating expenses are paid for



What you can expect from us

Level of service (What we will do)	Performance measure	Performance targets					
		Current performance 2013/14	Data Source	2015/16	2016/17	2017/18	2019 to 2025
Emergency Management							
Council is ready to respond to a Civil Defence Emergency and is able to function for as long as required during an emergency.	Internal Emergency Coordination Centre staff capability is developed as measured through the professional capability matrix.	New measure*	Professional Capability Matrix	≥68%	≥68%	≥68%	≥68%
Protection of people, property and the environment from the hazards of fire by prevention, suppression and control in rural areas.	Percentage of rural fire forces trained and equipped.	Achieved	Training Database	≥95%	≥95%	≥95%	≥95%
Regulatory services							
Ensure district is provided with clean, safe and hygienic food premises, licensed liquor outlets, hairdressers and camping grounds.	100% of all licensed premises in the very high or high risk category are inspected under the Liquor Licencing Act are monitored twice annually.	78%	Ozone premises inspection database	100%	100%	100%	100%
	The percentage of known very high or high risk food premises (or relevant requirements under new food act) and other business covered under the health act, are monitored twice annually.	100%	Ozone premises inspection database	100%	100%	100%	100%
	The maximum percentage of residents dissatisfied with noise control service.	4%	Community Survey	5%	5%	5%	5%
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.	104%	Dog registration database	100%	100%	100%	100%
	100% of complaints about wandering stock responded to immediately.	100%	Complaints database	100%	100%	100%	100%

* New measure – denotes focus on alignment of the service with progress towards 2030.

Capital Expenditure

Reason for change	What will be done	Values			
		Year 1 (\$000)	Year 2 (\$000)	Year 3 (\$000)	Year 4-10 (\$000)
Renewals and replacements	Animal control asset renewals	12	30	6	29
	Rural fire equipment renewals	9	9	9	70
Grand Total		20	39	15	98

Significant negative effects

Potential negative effects associated with undertaking the activities in this group are described below along with actions undertaken to mitigate the effect. Effects from the activities can influence the social, cultural, environmental and economic wellbeing of the community/district. The negative effect could be physical or a perception.

Issue/Risk/Negative impact	Action Plan
Failure of dog owners to exercise responsible dog control has the potential for dog attacks and acts of aggression. This affects the social wellbeing and safety of some members of the public.	To continue with a proactive patrolling regime and to increase the presence of staff in those areas which the public identify as having “too many wandering dogs”.
Increasing costs resulting from the transfer of central government responsibilities to local authority.	To seek appropriate funding from Central Government to meet costs of additional responsibilities.
Potential for a reduction in levels of self-reliance if emergency management is viewed as purely a local or central government responsibility.	Improve public awareness of personal responsibility for emergency procedures including ability to access information via the internet and dedicated website.



Community Safety - Funding Impact Statement

Community safety	Annual Plan					Long-term Plan					
	2014/15 (\$000)	2015/16 (\$000)	2016/17 (\$000)	2017/18 (\$000)	2018/19 (\$000)	2019/20 (\$000)	2020/21 (\$000)	2021/22 (\$000)	2022/23 (\$000)	2023/24 (\$000)	2024/25 (\$000)
Sources of operating funding											
General Rates, uniform annual charges, rates penalties	523	1,364	1,369	1,379	1,401	1,428	1,455	1,481	1,510	1,542	1,575
Targeted Rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	10	10	10	10	10	10	10	10	10	10
Fees and charges	1,189	1,933	2,001	2,073	2,136	2,205	2,278	2,356	2,442	2,533	2,632
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local Authorities, fuel tax, fines, infringements fees and other receipts	74	104	108	112	115	119	123	127	131	136	142
Total operating funding (A)	1,786	3,411	3,488	3,574	3,662	3,762	3,866	3,974	4,093	4,221	4,359
Applications of operating funding											
Payments to staff and suppliers	1,830	2,393	2,441	2,494	2,549	2,610	2,674	2,742	2,816	2,895	2,980
Finance Cost	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	540	1,018	1,047	1,080	1,113	1,152	1,192	1,232	1,277	1,326	1,379
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	2,370	3,411	3,488	3,574	3,662	3,762	3,866	3,974	4,093	4,221	4,359
Surplus (deficit) of operating funding (A-B)	(584)	-	-	-	-	-	-	-	-	-	-
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	-	-	-	-	-	-	-	-	-	-	-
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	44	20	39	15	9	9	22	10	10	10	27
Increase (decrease) in reserves	-	(20)	(39)	(15)	(9)	(9)	(22)	(10)	(10)	(10)	(27)
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	24	-	-	-	-	-	-	-	-	-	-
Surplus (deficit) of capital funding (C-D)	(24)	-	-	-	-	-	-	-	-	-	-
Funding balance ((A-B)+(C-D))	(608)	-	-	-	-	-	-	-	-	-	-

District Development

Why we do it

To develop and improve the local economy so that we all can enjoy a comfortable lifestyle with positive opportunities; to position Rotorua as a great place to visit, live, work, invest and do business.

What we do

Economic development

We work with external agencies to develop and improve the local economy. This includes the work Council contracts to our council controlled organisation Grow Rotorua Ltd and initiatives being developed through the Economic Growth Portfolio.

Destination Marketing

We work to bring visitors to Rotorua by strengthening local market brand positioning and targeting growth markets. This is done in partnership with Rotorua tourist operators, wider regional connections and Tourism NZ.

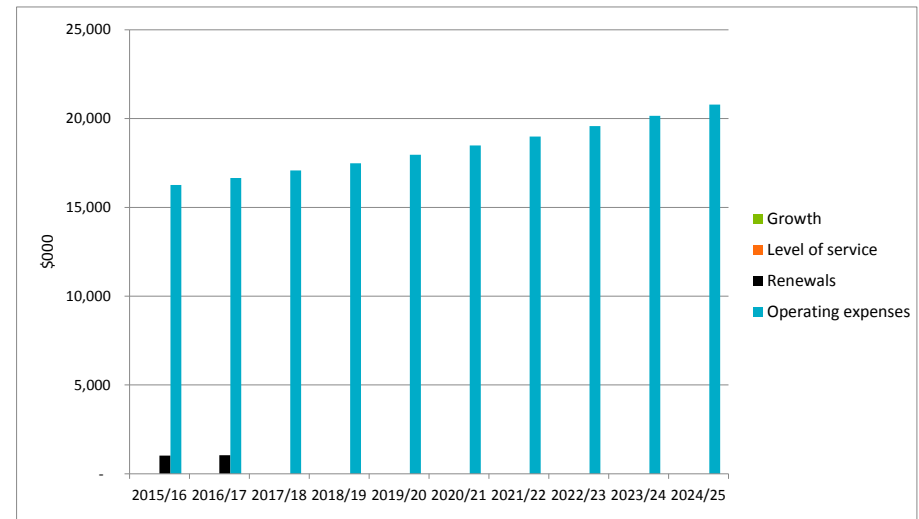
City planning and development

We're in the city planning business to protect Rotorua's unique environment and our citizens' quality of life, as we try to grow and develop the district. We do this through the District Plan and resource consenting process.

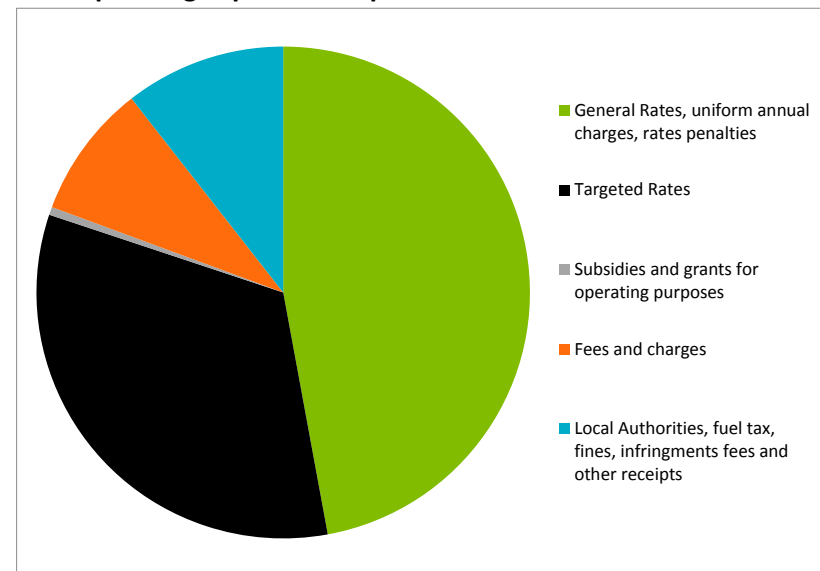
Rotorua 2030 Goals



District Development costs



How operating expenses are paid for



What you can expect from us

Level of service (What we will do)	Performance measure	Performance targets					
		Current performance 2013/14	Data Source	2015/16	2016/17	2017/18	2019 to 2025
Facilitate the growth and development of the Rotorua district.	% of the business plan KPIs for the Destination Rotorua Marketing business unit are achieved.	New measure*	Business Plan Report	≥80%	≥80%	≥80%	≥80%
	% of the business plan KPIs for the airport are achieved.	New measure*	Business Plan Report	≥80%	≥80%	≥80%	≥80%
	% of the business plan KPIs for Grow Rotorua are achieved.	New measure*	Business Plan Report	≥80%	≥80%	≥80%	≥80%
	Rotorua's GDP growth is above the average GDP growth of New Zealand.	New measure*	Rotorua 2030 report	Achieved	Achieved	Achieved	Achieved
	The business confidence within the Rotorua district is above the average business confidence across New Zealand.	New measure*	Rotorua 2030 report	Achieved	Achieved	Achieved	Achieved
	Percentage increase in CBD foot traffic from the previous financial year.	New measure*	Property Institute of NZ Survey	≥5%	≥5%	≥5%	≥5%
Timely and consistent processing of consenting applications.	Percentage of consents processed within 15 working days.	Land use – 47% Subdivision – 15% Building consents – 88%	Ozone job tracking/ reports	Land use ≥60% Subdivision ≥25% Building consents ≥60%	Land use ≥60% Subdivision ≥25% Building consents ≥60%	Land use ≥60% Subdivision ≥25% Building consents ≥60%	Land use ≥60% Subdivision ≥25% Building consents ≥60%
	Percentage of customers very/fairly satisfied with the consenting process.	New measure*	Customer survey	≥80%	≥80%	≥80%	≥80%
	The number of complaints with the consenting service is reduced.	New measure*	Ozone job tracking/ reports	≤30	≤25	≤20	≤20

* New measure – denotes focus on alignment of the service with progress towards 2030.

Capital Expenditure

Reason for change	What will be done	Values Year 1 (\$000)	Year 2 (\$000)	Year 3 (\$000)	Year 4-10 (\$000)
Renewals and replacements	EQ strengthening of tourism i-SITE	1,020	1,046	-	-
Grand Total		1,020	1,046	-	-

Significant negative effects

Potential negative effects associated with undertaking the activities in this group are described below along with actions undertaken to mitigate the effect. Effects from the activities can influence the social, cultural, environmental and economic wellbeing of the community/district. The negative effect could be physical or a perception.

Issue/Risk/Negative impact	Action Plan
Ongoing wave of global and or national economic downturn.	Focus on productivity improvement in business, workforce up-skill and skill gap fulfilment.
Marketing campaigns do not engage intended markets.	Keep abreast of changes, demands, and impacts in order that marketing plans are focused on the most appropriate places and that Council continues to be adaptable to change.
Expenditure towards the development of a council controlled organisation is seen by ratepayers to be better invested elsewhere.	Good communication plan around the intent and objectives for creation of a council controlled organisation to deliver economic development.
Increased visitor numbers resulting from tourism can cause traffic congestion, especially in peak visitor periods.	Good communication and education around parking options and other modes of transport in and around the CBD.
Changes in legislation that will have resultant effects on levels of planning services provided.	Ensure opportunities are taken to influence regional and national policy making through submission phases, and where necessary appeal provisions.



District Development – Funding Impact Statement

District Development	Annual Plan					Long-term Plan					
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Sources of operating funding											
General Rates, uniform annual charges, rates penalties	6,364	7,957	8,188	7,593	7,714	7,882	8,071	8,215	8,410	8,577	8,751
Targeted Rates	5,522	5,580	5,738	5,906	6,085	6,282	6,491	6,713	6,957	7,217	7,500
Subsidies and grants for operating purposes	-	90	91	92	94	95	97	98	100	102	104
Fees and charges	1,607	1,480	1,532	1,587	1,635	1,688	1,744	1,804	1,869	1,939	2,015
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local Authorities, fuel tax, fines, infringements fees and other receipts	2,548	1,770	1,832	1,898	1,956	2,019	2,086	2,158	2,236	2,320	2,411
Total operating funding (A)	16,041	16,877	17,381	17,076	17,484	17,966	18,489	18,988	19,572	20,155	20,781
Applications of operating funding											
Payments to staff and suppliers	10,996	13,408	13,709	14,034	14,379	14,757	15,157	15,584	16,050	16,547	17,085
Finance Cost	3,973	1,160	1,198	1,247	1,254	1,294	1,349	1,355	1,397	1,402	1,401
Internal charges and overheads applied	1,617	1,691	1,740	1,795	1,851	1,915	1,983	2,049	2,125	2,206	2,295
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	16,586	16,259	16,647	17,076	17,484	17,966	18,489	18,988	19,572	20,155	20,781
Suplus (deficit) of operating funding (A-B)	(545)	618	734	-	-	-	-	-	-	-	-
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	-	-	-	-	-	-	-	-	-	-	-
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	153	1,020	1,046	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	-	(402)	(312)	-	-	-	-	-	-	-	-
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	153	618	734	-	-	-	-	-	-	-	-
Surplus (deficit) of capital funding (C-D)	(153)	(618)	(734)	-	-	-	-	-	-	-	-
Funding balance ((A-B)+(C-D))	(698)	-	-	-	-	-	-	-	-	-	-

Governance and Community Engagement

Why we do it

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.

What we do

Governance and democracy

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. Supports the decision-making process of the mayor, elected members, and committees.

Governance and democracy are the cornerstone of local government and we will continue to provide the means needed to conduct fair and open governance.

It also supports engagement between Council and Maori communities, marae, runanga, iwi, hapu and whanau, facilitating Maori input into council decision-making. It provides community information and engagement support to ensure we talk with our community and hear their needs.

Strategy and policy development

Deliver plans that set change for delivering the Rotorua 2030 goals. Develops and aligns policy and bylaws to focus delivery of services towards achievement of the Rotorua 2030 vision.

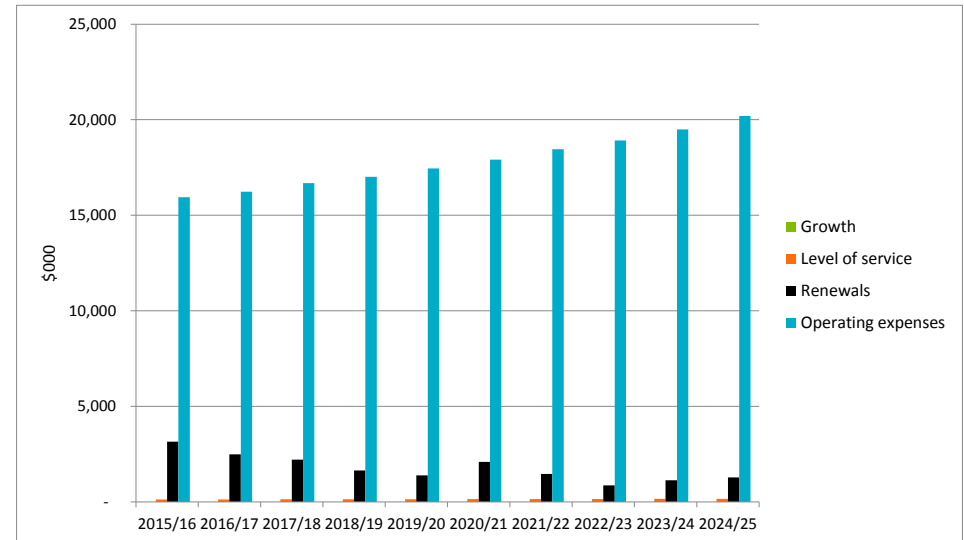
Strategic property investment

Manage the council’s property portfolio, ensuring that the investments that have been made provide a gross return that is sustainable and meets the needs of our community.

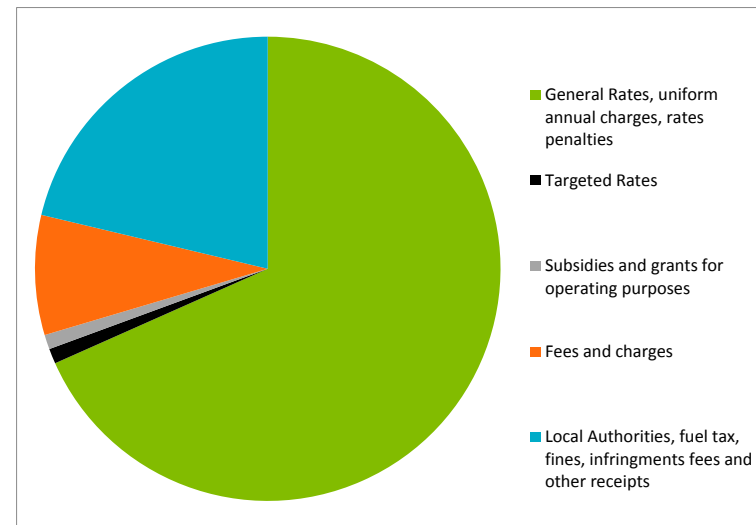
Rotorua 2030 Goals



Governance and Community Engagement costs



How operating expenses are paid for



What you can expect from us

Level of service (What we will do)	Performance measure	Performance targets					
		Current performance 2013/14	Data Source	2015/16	2016/17	2017/18	2019 to 2025
Governance							
Provide sound analysis and advice to better engage with communities on Council decisions related to the strategic direction of Rotorua.	Percentage of residents that are very/fairly satisfied with how rates are spent on services and facilities provided by Council.	72%	Community Survey	≥70%	≥70%	≥70%	≥70%
	Percentage of residents that strongly approve/approve of the decisions and or actions Council makes.	70%	Community Survey	≥60%	≥60%	≥60%	≥60%
	Percentage of residents that are very/fairly satisfied with the quality of information Council provides.	New measure*	Community Survey	≥60%	≥60%	≥60%	≥60%
	Percentage of residents who feel they can participate in decision-making.	New measure*	Community Survey	≥50%	≥55%	≥60%	≥65%
Strategy and policy							
Develop and implement community led strategies and projects that deliver on our Rotorua 2030 goals.	Percentage of residents who feel we are delivering and moving towards the 2030 goals (Resilient community, Homes that match needs, Outstanding places to play, Vibrant city heart, Business innovation and prosperity and Employment choices.	New measure*	Community Survey	≥60%	≥65%	≥70%	≥75%
	The percentage of 2030 measures that is moving in a favourable direction.	New measure*	Rotorua 2030 report	≥65%	≥70%	≥75%	≥80%
Develop policy, bylaws and plans that support the achievement of Rotorua 2030.	All statutory plans, policies and bylaws are delivered within their statutory timeframes.	New measure*	Bylaw/policy register	Achieved	Achieved	Achieved	Achieved

* New measure – denotes focus on alignment of the service with progress towards 2030.



Capital Expenditure

Reason for change	What will be done	Values Year 1 (\$000)	Year 2 (\$000)	Year 3 (\$000)	Year 4-10 (\$000)
▪ Renewals and replacements	Basement ventilation	-	44	-	-
	Civic Centre	216	317	599	1,608
	Civic centre refurbishment	553	566	581	2,481
	Civic RSA geothermal heating project	26	55	-	110
	Core hardware replacements	314	309	730	3,806
	Core software replacements	213	218	223	1,742
	Ductile columns for EQ strengthening & strengthening of chambers	-	139	-	-
	Geothermal building heating	298	-	-	-
	New Enterprise Resource Planning system	1,445	697	-	-
Vaughan Road Depot	83	143	76	109	
▪ Level of service	New core hardware	128	131	134	1,045
Grand Total		3,274	2,619	2,342	10,900

Significant negative effects

Potential negative effects associated with undertaking the activities in this group are described below along with actions undertaken to mitigate the effect. Effects from the activities can influence the social, cultural, environmental and economic wellbeing of the community/district. The negative effect could be physical or a perception.

Issue/Risk/Negative impact	Action Plan
Interest groups may dominate the decision-making process.	Wider consultation with under-represented groups, including going to source and targeted surveys.
The pace of change for delivering Rotorua 2030 goals is seen as too fast or is seen as lagging behind.	Maintain high levels of community engagement to ensure Rotorua 2030 is being delivered to meet the community's expectations. Ensure a level of flexibility is built into all strategy development in order to adapt to the changing needs and/or expectations of the community.

Governance and Community Engagement - Funding Impact Statement

Governance and Community Engagement	Annual Plan					Long-term Plan					
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Sources of operating funding											
General Rates, uniform annual charges, rates penalties	2,396	3,864	3,579	3,553	3,022	2,892	3,409	3,130	2,757	2,917	3,177
Targeted Rates	-	53	55	56	58	60	62	64	66	69	71
Subsidies and grants for operating purposes	24	53	53	53	53	53	53	53	53	53	53
Fees and charges	129	422	437	453	466	481	497	514	533	553	575
Internal charges and overheads recovered	15,259	11,848	12,112	12,401	12,699	13,040	13,403	13,755	14,158	14,590	15,062
Local Authorities, fuel tax, fines, infringements fees and other receipts	1,082	1,078	1,114	1,152	1,185	1,222	1,261	1,302	1,348	1,396	1,449
Total operating funding (A)	18,890	17,318	17,350	17,668	17,483	17,748	18,685	18,818	18,915	19,578	20,387
Applications of operating funding											
Payments to staff and suppliers	16,028	14,792	15,048	15,454	15,754	16,151	16,570	17,088	17,505	18,025	18,662
Finance Cost	59	367	380	401	404	416	426	418	430	449	473
Internal charges and overheads applied	-	781	804	829	854	884	916	945	980	1,017	1,059
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	16,087	15,940	16,232	16,684	17,012	17,451	17,912	18,451	18,915	19,491	20,194
Surplus (deficit) of operating funding (A-B)	2,803	1,378	1,118	984	471	297	773	367	-	87	193
Sources of capital funding											
Subsidies and grants for capital expenditure	1,000	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	7,000	3,000	2,000	12,000	14,000	(1,500)	(3,000)	(13,500)	(15,000)	(13,500)
Gross proceeds from sale of assets	-	1,000	1,025	1,051	1,078	1,107	1,137	1,167	1,200	1,234	1,270
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	1,000	8,000	4,025	3,051	13,078	15,107	(363)	(1,833)	(12,300)	(13,766)	(12,230)
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	563	128	131	134	137	141	145	149	153	157	162
- to replace existing assets	1,220	3,146	2,488	2,208	1,645	1,384	2,088	1,462	859	1,135	1,281
Increase (decrease) in reserves	-	6,104	2,524	1,693	11,767	13,879	(1,823)	(3,077)	(13,312)	(14,971)	(13,480)
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	1,783	9,378	5,143	4,035	13,549	15,404	410	(1,466)	(12,300)	(13,679)	(12,037)
Surplus (deficit) of capital funding (C-D)	(783)	(1,378)	(1,118)	(984)	(471)	(297)	(773)	(367)	-	(87)	(193)
Funding balance ((A-B)+(C-D))	2,020	-	-	-	-	-	-	-	-	-	-

Inner City Services

Why we do it

Create a 'destination within a destination' to which our people and visitors are drawn by its vibrancy, to shop, explore, be entertained and live.

What we do

City Services

Services include keeping streets clean, servicing public toilets, graffiti removal, parking management, maintenance of a crime prevention camera network, and management of City Safe Guardians.

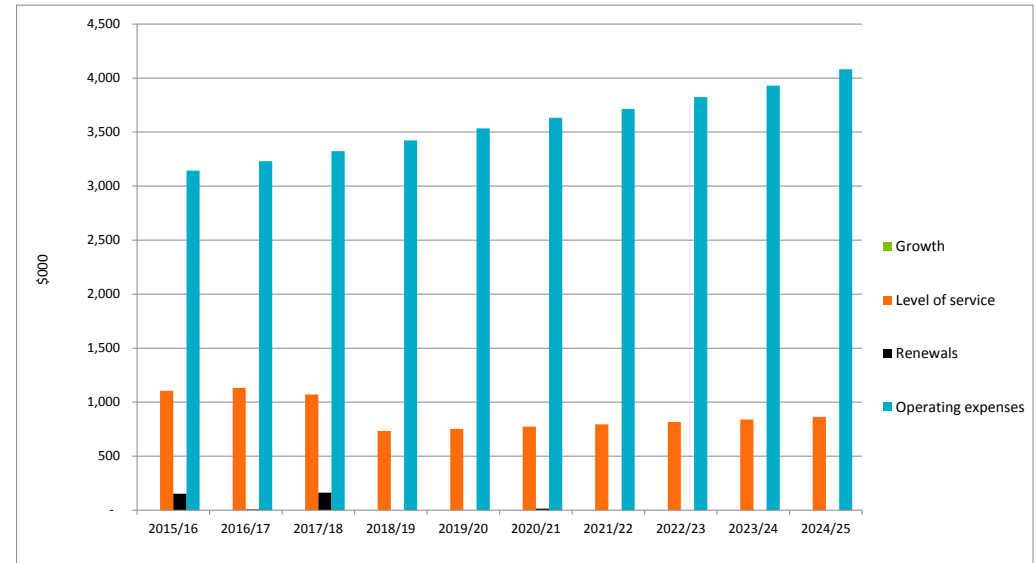
Public safety

We provide City Safe Guardians, people who are visible and active within the CBD and immediate surrounds. They work with the police, retailers, tourists and our citizens to ensure people feel safe on our streets. They can move freely from place to place, are able to get quick directional information, and report issues and risks that need addressing.

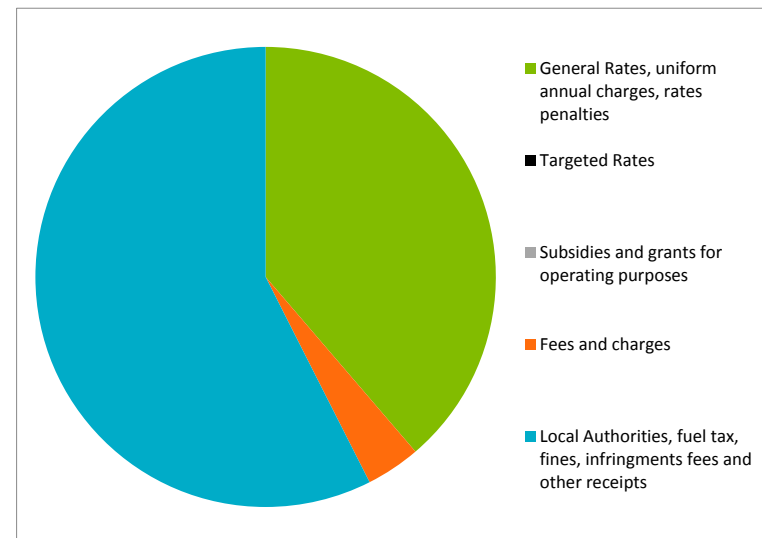
Rotorua 2030 Goals



Inner City Costs



How operating expenses are paid for



What you can expect from us

Level of service (What we will do)	Performance measure	Performance targets					
		Current performance 2013/14	Data Source	2015/16	2016/17	2017/18	2019 to 2025
Public toilets are clean, hygienic, and are accessible	Percentage of public toilets are cleaned according to policy	New measure*	Sample of toilet survey	≥95%	≥95%	≥95%	≥95%
	Percentage of inner city public toilets that meet the standard of a tier 2 or better toilet classification as defined by the public toilet policy	New measure*	Condition survey	≥40%	≥50%	≥60%	≥80%
Enhance the aesthetic look of Rotorua	Percentage of graffiti that is removed within 24 hours to deter and Keep Rotorua Beautiful	New measure*	Request for service database	≥95%	≥95%	≥95%	≥95%

* New measure – denotes focus on alignment of the service with progress towards 2030.

Capital Expenditure

Reason for change	What will be done	Values Year 1 (\$000)	Year 2 (\$000)	Year 3 (\$000)	Year 4-10 (\$000)
▪ Renewals and replacements	City Toilets	153	6	162	14
▪ Level of service	CBD Projects	1,105	1,133	1,072	5,574
Grand Total		1,258	1,139	1,234	5,587

Significant negative effects

Potential negative effects associated with undertaking the activities in this group are described below along with actions undertaken to mitigate the effect. Effects from the activities can influence the social, cultural, environmental and economic wellbeing of the community/district. The negative effect could be physical or a perception.

Issue/Risk/Negative impact	Action Plan
The Inner City Revitalisation Strategy does not deliver the initiatives and projects set out in the strategy.	Ensure that engagement with stakeholders is kept open and transparent so that everyone continues to be committed to the objectives of the strategy.

Inner City Services - Funding Impact Statement

Inner City Services	Annual Plan					Long-term Plan					
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Sources of operating funding											
General Rates, uniform annual charges, rates penalties	2,094	1,520	1,560	1,704	1,278	1,349	1,376	1,462	1,967	2,061	1,794
Targeted Rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	51	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	148	154	159	164	169	175	181	187	194	202
Internal charges and overheads recovered	-	1	1	1	1	1	1	1	1	1	1
Local Authorities, fuel tax, fines, infringements fees and other receipts	2,951	2,237	2,315	2,399	2,471	2,551	2,636	2,727	2,826	2,931	3,046
Total operating funding (A)	5,096	3,906	4,030	4,263	3,914	4,070	4,188	4,371	4,981	5,187	5,043
Applications of operating funding											
Payments to staff and suppliers	1,731	1,508	1,542	1,578	1,617	1,659	1,704	1,751	1,803	1,859	1,919
Finance Cost	126	86	99	112	128	147	145	124	119	104	121
Internal charges and overheads applied	1,694	1,550	1,590	1,633	1,679	1,729	1,784	1,840	1,902	1,968	2,041
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	3,551	3,144	3,231	3,323	3,424	3,535	3,633	3,715	3,824	3,931	4,081
Surplus (deficit) of operating funding (A-B)	1,545	762	799	940	490	535	555	656	1,157	1,256	962
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	-	-	-	-	-	-	-	-	-	-	-
Application of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	1,105	1,133	1,072	733	753	773	794	817	840	864
- to replace existing assets	-	153	6	162	-	-	14	-	-	-	-
Increase (decrease) in reserves	-	(496)	(340)	(294)	(243)	(218)	(232)	(138)	340	416	98
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	-	762	799	940	490	535	555	656	1,157	1,256	962
Surplus (deficit) of capital funding (C-D)	-	(762)	(799)	(940)	(490)	(535)	(555)	(656)	(1,157)	(1,256)	(962)
Funding balance ((A-B)+(C-D))	1,545	-	-	-	-	-	-	-	-	-	-

Open Spaces and Recreation

Why we do it

We're involved in providing a wide array of open spaces and recreational opportunities. These contribute towards our people being actively involved in organised and passive health and fitness activities and beautification of our CBD and surrounds and preserving our green network, all of which lead to increased inner wellbeing and pride in how our district looks.

What we do

Open space

The council provides and manages 800 hectares of reserve land (excluding the Tokorangi Forest), 45 kilometres of walkways, 72 playgrounds with 227 individual pieces of play equipment, and 50 hectares of sportsfield land. These open spaces provide for recreation and organised sport, garden environments and green corridors that contribute to the district's natural form, character and amenity values.

Tokorangi/Whakarewarewa forest parks

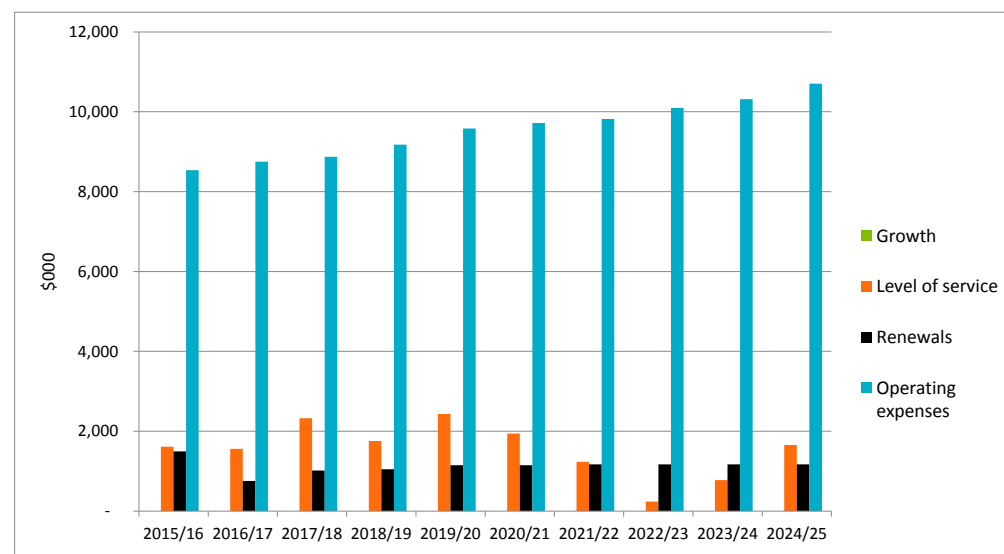
The council is responsible for maintenance of walking and mountain bike trails in the Tokorangi Forest, famous for the magnificent stands of towering Californian Coastal Redwoods. The tracks in the adjacent Whakarewarewa Forest are maintained by volunteer track sponsors.

The council is charged with maintaining and enhancing the landscape, recreational potential and aesthetic value of the forest as a significant backdrop to Rotorua.

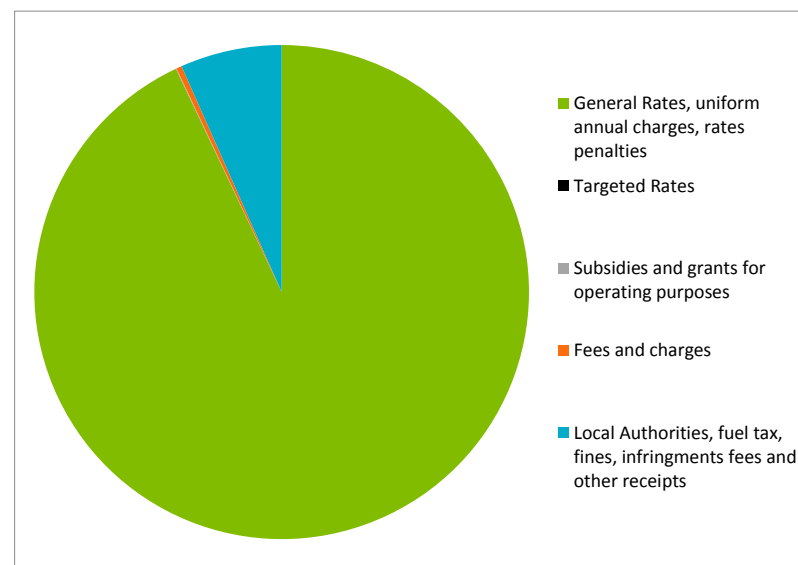
Rotorua 2030 Goals



Open spaces and recreation costs



How operating expenses are paid for



What you can expect from us

Level of service (What we will do)	Performance measure	Performance targets					
		Current performance 2013/14	Data Source	2015/16	2016/17	2017/18	2019 to 2025
Open spaces							
Provide safe well maintained and attractive open spaces that will encourage use and play	Percentage of residents very/fairly satisfied with the level of service for parks, reserves and playgrounds	88%	Community Survey	≥90%	≥90%	≥90%	≥90%
	Percentage of residents have visited parks, reserves and playgrounds in the last year	90%	Community Survey	≥85%	≥85%	≥85%	≥85%
Encourage and facilitate public use of open spaces	The number of open spaces, reserve and sportsground bookings	1487	Bookings system	≥1,575	≥1,650	≥1,700	≥1,700



Capital Expenditure

Reason for change	What will be done	Values			
		Year 1 (\$000)	Year 2 (\$000)	Year 3 (\$000)	Year 4-10 (\$000)
▪ Renewals and replacements	Soundshell area redevelopment	94	-	-	-
	Parks and reserves renewal programme	1,400	755	1,016	8,039
▪ Level of service	Beppu Kitchen in Kuirau Park	-	-	-	930
	Cemetery development	43	479	313	102
	Cemetery improvements	85	87	45	61
	Centennial park development	-	-	-	85
	Eastside sportsfield development	-	-	-	38
	Eastside youth space development	128	87	-	-
	General Reserves Development	43	44	45	348
	Hamurana reserve development	-	-	112	115
	Kuirau park development	213	218	-	511
	Lakefront development	55	-	893	5,024
	Parks land purchases	-	261	-	590
	Playground development	34	-	36	121
	Puaranga park power infrastructure	-	-	-	41
	Redwoods development	-	-	89	283
	Reinvigoration of neighbourhoods	213	218	223	229
	Road / carpark upgrades	-	-	134	183
	Streamside improvements	17	17	36	199
	Waipa mountain bike track carpark upgrade	531	131	246	266
Walkway development	-	20	-	286	
Westbrook field development.	255	-	156	633	
Grand Total		3,109	2,317	3,343	18,085

Significant negative effects

Potential negative effects associated with undertaking the activities in this group are described below along with actions undertaken to mitigate the effect.

Effects from the activities can influence the social, cultural, environmental and economic wellbeing of the community/district.

The negative effect could be physical or a perception.

Issue/Risk/Negative impact	Action Plan
<ul style="list-style-type: none">▪ The cost of establishing and maintaining facilities versus the number of the participants in each code.▪ Increased light spill from sports fields equipment with flood lights.▪ Increased traffic congestion around peak activity periods.▪ Increased noise pollution around sporting/recreation events.	<ul style="list-style-type: none">▪ Undertake a 5-yearly review assessing sportsfields and sports facilities with user numbers for each sport and forecasted trends in user numbers. This will provide up to date, relevant information enabling informed decisions to be made.▪ Ensure appropriate measures to mitigate the effects of light spill, traffic congestion and noise are taken and monitored through the required planning and/or resource consent processes.

Open Spaces and Recreation - Funding Impact Statement

Open Spaces and Recreation	Annual Plan					Long-term Plan					
	2014/15 (\$000)	2015/16 (\$000)	2016/17 (\$000)	2017/18 (\$000)	2018/19 (\$000)	2019/20 (\$000)	2020/21 (\$000)	2021/22 (\$000)	2022/23 (\$000)	2023/24 (\$000)	2024/25 (\$000)
Sources of operating funding											
General Rates, uniform annual charges, rates penalties	7,959	9,581	9,484	10,491	10,128	11,165	10,912	10,761	10,865	11,948	12,627
Targeted Rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	5	5	5	5	5	5	5	5	5	5
Fees and charges	-	35	36	37	38	39	41	42	44	45	47
Internal charges and overheads recovered	422	-	-	-	-	-	-	-	-	-	-
Local Authorities, fuel tax, fines, infringements fees and other receipts	2,240	654	677	701	722	746	771	797	826	857	890
Total operating funding (A)	10,621	10,275	10,202	11,234	10,893	11,955	11,729	11,605	11,740	12,855	13,569
Applications of operating funding											
Payments to staff and suppliers	1,647	1,721	1,766	1,691	1,789	1,923	1,872	1,846	1,899	1,934	2,044
Finance Cost	938	851	886	945	1,003	1,105	1,121	1,066	1,087	1,062	1,113
Internal charges and overheads applied	6,132	5,967	6,097	6,238	6,387	6,552	6,727	6,911	7,110	7,321	7,548
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	8,717	8,539	8,749	8,874	9,179	9,580	9,720	9,823	10,096	10,317	10,705
Surplus (deficit) of operating funding (A-B)	1,904	1,736	1,453	2,360	1,714	2,375	2,009	1,782	1,644	2,538	2,864
Sources of capital funding											
Subsidies and grants for capital expenditure	-	30	31	32	32	33	34	35	37	38	39
Development and financial contributions	158	214	214	214	214	214	214	214	214	214	214
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	158	244	245	246	246	247	248	249	251	252	253
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	650	1,615	1,562	2,327	1,759	2,435	1,945	1,236	240	777	1,653
- to replace existing assets	1,185	1,494	755	1,016	1,050	1,152	1,150	1,170	1,172	1,172	1,173
Increase (decrease) in reserves	-	(1,129)	(619)	(737)	(849)	(965)	(838)	(375)	483	841	291
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	1,835	1,980	1,698	2,606	1,960	2,622	2,257	2,031	1,895	2,790	3,117
Surplus (deficit) of capital funding (C-D)	(1,677)	(1,736)	(1,453)	(2,360)	(1,714)	(2,375)	(2,009)	(1,782)	(1,644)	(2,538)	(2,864)
Funding balance ((A-B)+(C-D))	227	-	-	-	-	-	-	-	-	-	-

Roads and Footpaths

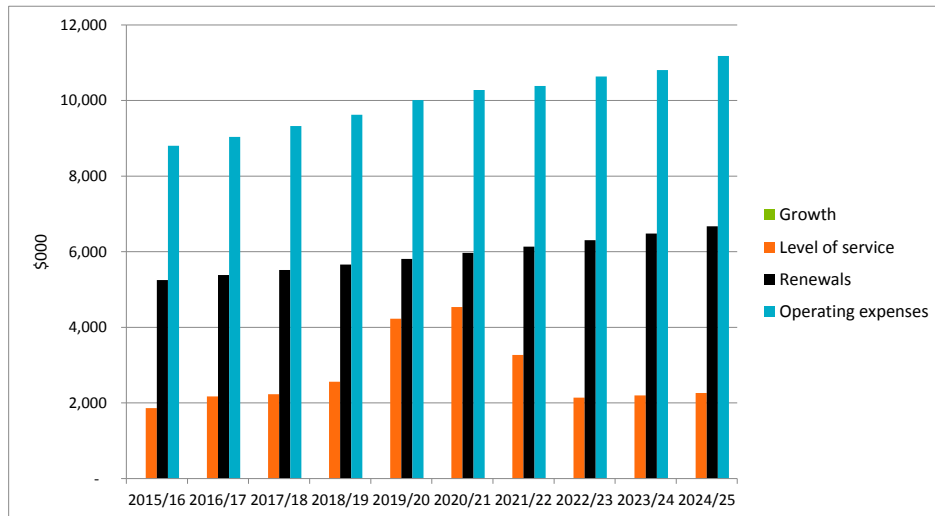
Why we do it

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.

What we do

This activity includes development and management of the roading network, including public transport infrastructure, safety programmes, alternative transport modes and long term planning. Roothing networks are critical to supporting and developing the economy, particularly in Rotorua district where three major economic drivers of forestry, agriculture and tourism are so reliant on efficient transport systems.

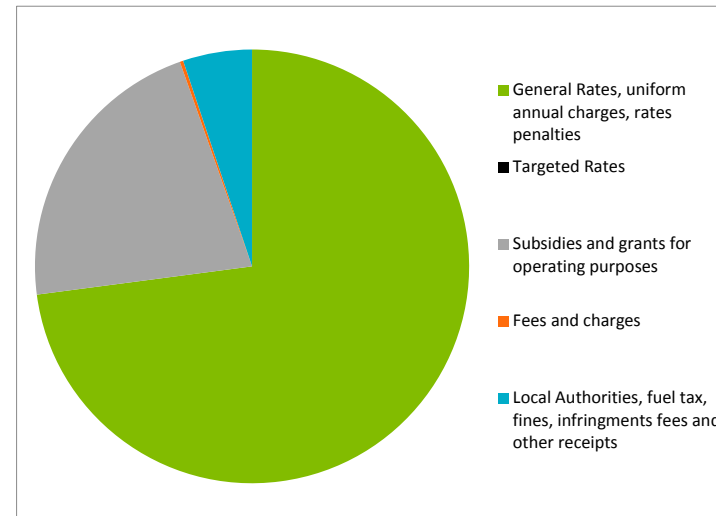
Roads and Footpaths costs



Rotorua 2030 Goals



How operating expenses are paid for



What you can expect from us

Level of service (What we will do)	Performance measure	Performance targets					
		Current performance 2013/14	Data Source	2015/16	2016/17	2017/18	2019 to 2025
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.	New measure*	Accident Database	≤ -1	≤ -1	≤ -1	≤ -1
Road condition	The average quality of ride on a sealed local road network, measured by smooth travel exposure.	New measure*	RAM management system	≥75%	≥75%	≥75%	≥75%
Road maintenance	The percentage of the sealed local road network that is resurfaced.	New measure*	RAM management system	≥8%	≥8%	≥8%	≥8%
Footpaths	The percentage of footpaths that are condition four (4) or better.	New measure*	RAM management system	≥98%	≥98%	≥98%	≥98%
Response to service requests	The percentage of customer service requests relating to roads and footpaths which are responded to within five (5) working days.	New measure*	RAM Management system & Request For Service database	≥90%	≥90%	≥90%	≥90%

* New measure – denotes focus on alignment of the service with progress towards 2030.



Capital Expenditure

Reason for change	What will be done	Values			
		Year 1 (\$000)	Year 2 (\$000)	Year 3 (\$000)	Year 4-10 (\$000)
▪ Renewals and replacements	Transport unsubsidised renewal programme	651	667	684	5,337
	Transport subsidised renewal programme	4,599	4,713	4,833	37,694
▪ Level of service	Amenity lighting	38	39	40	314
	Arawa / Ranolf intersection upgrade	-	-	-	3,890
	Malfroy / Old Taupo Road intersection upgrade	-	-	-	2,157
	Minor safety projects	468	479	491	3,832
	Passenger transport infrastructure	85	87	89	697
	Rails and guard rails	43	44	45	348
	Rural seal extensions	595	610	625	4,877
	Rural villages	255	261	268	2,090
	Urban cycleways	170	436	447	1,254
	Urban street upgrades	213	218	223	1,742
Grand Total		7,115	7,555	7,746	64,232

Significant negative effects

Potential negative effects associated with undertaking the activities in this group are described below along with actions undertaken to mitigate the effect. Effects from the activities can influence the social, cultural, environmental and economic wellbeing of the community/district. The negative effect could be physical or a perception.

Issue/Risk/Negative impact	Action Plan
Air quality	Minimise congestion and maximise efficiency – plus traffic demand management measures.
Lake water quality	Treatment of road runoff – targeting risk with level of treatment.
Noise	Manage through the District Plan.
Vibration	Optimise commercial traffic on key routes and minimise on local roads.
Effects during construction – energy use, noise, vibration, nuisance, sediments, pollutants, disruptions, the use of non-renewable resources, public and site staff safety issues and production of waste.	Design projects around economies of scale, control of construction site issues, safe traffic management, use of recycled resource materials, integration and responsible waste disposal.
Delays in major projects because of funding.	Lobby government for funding for key projects that currently are affecting economic growth.
NZTA subsidised renewals and maintenance.	Review to ensure no decreased levels of service across the network.

Roads and Footpaths - Funding Impact Statement

Roads and footpaths	Annual Plan					Long-term Plan					
	2014/15 (\$000)	2015/16 (\$000)	2016/17 (\$000)	2017/18 (\$000)	2018/19 (\$000)	2019/20 (\$000)	2020/21 (\$000)	2021/22 (\$000)	2022/23 (\$000)	2023/24 (\$000)	2024/25 (\$000)
Sources of operating funding											
General Rates, uniform annual charges, rates penalties	9,125	8,231	8,921	9,495	9,479	10,712	11,093	11,479	14,540	15,363	13,651
Targeted Rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	3,244	2,588	2,653	2,722	2,795	2,876	2,962	3,054	3,155	3,262	3,380
Fees and charges	42	30	31	32	33	34	35	36	37	39	40
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local Authorities, fuel tax, fines, infringements fees and other receipts	-	608	629	652	672	693	716	741	768	797	828
Total operating funding (A)	12,411	11,457	12,234	12,901	12,979	14,315	14,806	15,310	18,500	19,461	17,899
Applications of operating funding											
Payments to staff and suppliers	6,232	6,276	6,427	6,589	6,761	6,951	7,152	7,367	7,602	7,853	8,126
Finance Cost	873	1,870	1,933	2,042	2,143	2,323	2,361	2,226	2,216	2,102	2,174
Internal charges and overheads applied	2,718	657	675	695	716	739	764	789	817	847	880
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	9,823	8,803	9,035	9,326	9,620	10,013	10,277	10,382	10,635	10,802	11,180
Surplus (deficit) of operating funding (A-B)	2,588	2,654	3,199	3,575	3,359	4,302	4,529	4,928	7,865	8,659	6,719
Sources of capital funding											
Subsidies and grants for capital expenditure	4,145	2,735	2,995	3,055	3,197	3,991	4,088	3,438	2,890	2,893	2,898
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	4,145	2,735	2,995	3,055	3,197	3,991	4,088	3,438	2,890	2,893	2,898
Application of capital funding											
Capital expenditure											
- to meet additional demand	560	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	1,866	2,174	2,229	2,561	4,230	4,537	3,271	2,139	2,199	2,263
- to replace existing assets	4,994	5,250	5,381	5,517	5,659	5,811	5,969	6,132	6,305	6,483	6,672
Increase (decrease) in reserves	-	(1,727)	(1,361)	(1,116)	(1,664)	(1,748)	(1,889)	(1,037)	2,311	2,870	682
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	5,554	5,389	6,194	6,630	6,556	8,293	8,617	8,366	10,755	11,552	9,617
Surplus (deficit) of capital funding (C-D)	(1,409)	(2,654)	(3,199)	(3,575)	(3,359)	(4,302)	(4,529)	(4,928)	(7,865)	(8,659)	(6,719)
Funding balance ((A-B)+(C-D))	1,179	-	-	-	-	-	-	-	-	-	-

Sewerage and Sewage

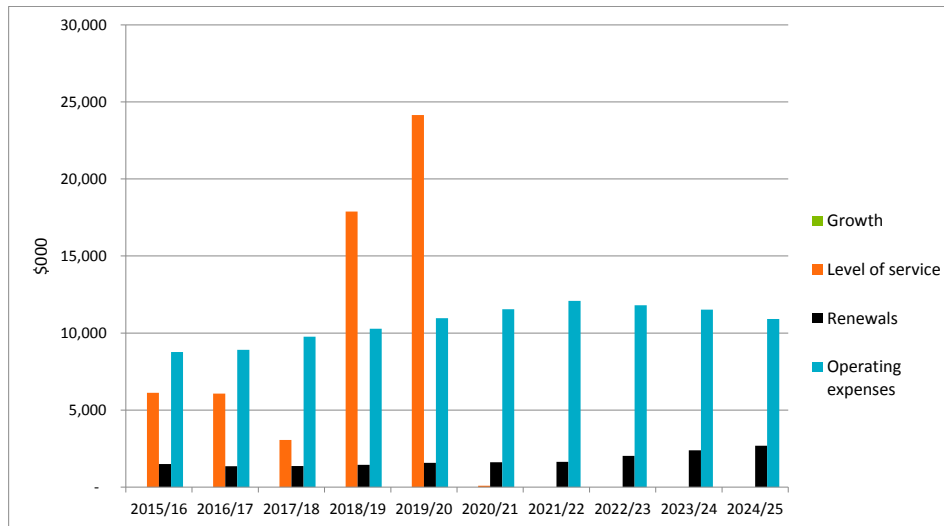
Why we do it

To provide for the removal of sewage and liquid trade wastes from communities, to promote public health and minimise the impact of communities on the environment.

What we do

This activity comprises the collection, treatment and disposal of sewage from toilets and drains, from the three urban areas of Rotorua (Ngongotaha, city and eastern suburbs) as well as identified rural lakeside communities.

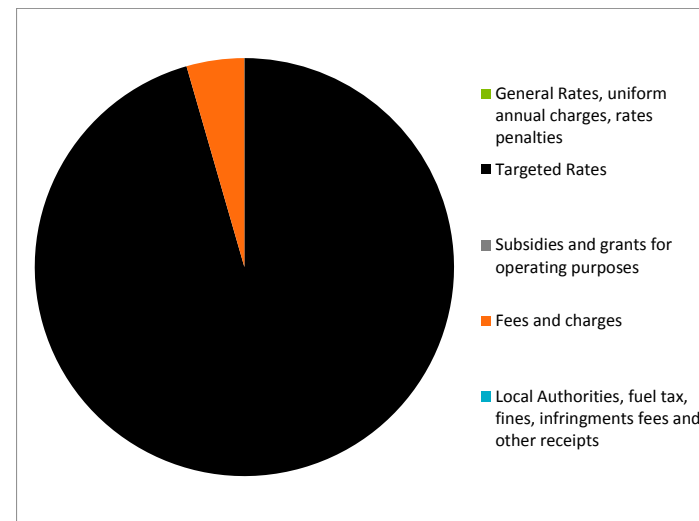
Sewerage and Sewage costs



Rotorua 2030 Goals



How operating expenses are paid for



What you can expect from us

Level of service (What we will do)	Performance measure	Performance targets					
		Current performance 2013/14	Data Source	2015/16	2016/17	2017/18	2019 to 2025
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.	New measure*	SQL reports from Hansen and Ozone data	≤ 5 / 1000 connections	≤ 5 / 1000 connections	≤ 5 / 1000 connections	≤ 5 / 1000 connections
Discharge compliance	Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) convictions received by the territorial authority in relation to those resource consents.	New measure*	Resource consent database	0	0	0	0
Fault response times	Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the median attendance time from the time that the territorial authority receives notification to the time that service personnel reach the site.	New measure*	SQL reports from Hansen	≤60 minutes	≤60 minutes	≤60 minutes	≤60 minutes
	Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the median 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.	New measure*	SQL reports from Hansen	≤ 240 minutes	≤ 210 minutes	≤ 180 minutes	≤ 180 minutes
Customer satisfaction	The total number of complaints received by the territorial authority about any of the following: <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, ▪ expressed per 1000 connections to the territorial authority's sewerage system 	New measure*	Request for Service database	≤ 10 / 1000 connections	≤ 10 / 1000 connections	≤ 10 / 1000 connections	≤ 10 / 1000 connections

* New measure – denotes focus on alignment of the service with progress towards 2030.

Capital Expenditure

Reason for change	What will be done	Values			
		Year 1 (\$000)	Year 2 (\$000)	Year 3 (\$000)	Year 4-10 (\$000)
▪ Renewals and replacements	Sewage renewal programme	1,504	1,357	1,371	13,398
▪ Level of service	Connecting properties to date unconnected to available system	-	-	45	282
	Generator(s) to provide electricity for pump stations	332	-	-	-
	MBR Cover	-	170	-	-
	Rotoiti/Rotoma sewage system	872	871	1,989	25,592
	TERAX thermal deconstruction plant	4,250	4,356	-	-
	Wastewater treatment and disposal upgrade	663	671	1,027	16,251
Grand Total		7,621	7,426	4,433	55,523

Significant negative effects

Potential negative effects associated with undertaking the activities in this group are described below along with actions undertaken to mitigate the effect. Effects from the activities can influence the social, cultural, environmental and economic wellbeing of the community/district. The negative effect could be physical or a perception.

Issue/Risk/Negative impact	Action Plan
Greater quantities of sewage and sludge due to increasing population and business activity.	Ongoing asset and activity management planning to ensure infrastructure has the required capacity.
Environmental impact of sewage on lake water quality.	Ongoing management and capital works to ensure that Resource Consent conditions are met.
Sewage overflows during wet weather.	Planned replacement and/or upgrades of pipework and infrastructure.
Odour from wastewater treatment plant sludge.	Ensure that parameters within odour management plan are complied with.

Sewerage and Sewage - Funding Impact Statement

Sewerage and Sewage	Annual Plan					Long-term Plan					
	2014/15 (\$'000)	2015/16 (\$'000)	2016/17 (\$'000)	2017/18 (\$'000)	2018/19 (\$'000)	2019/20 (\$'000)	2020/21 (\$'000)	2021/22 (\$'000)	2022/23 (\$'000)	2023/24 (\$'000)	2024/25 (\$'000)
Sources of operating funding											
General Rates, uniform annual charges, rates penalties	-										
Targeted Rates	12,664	14,299	14,687	15,100	15,540	16,023	16,537	17,085	17,684	18,321	19,019
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	516	661	684	709	730	754	779	805	835	866	900
Internal charges and overheads recovered	-	501	514	527	542	557	574	592	611	632	655
Local Authorities, fuel tax, fines, infringements fees and other receipts	-	1	1	1	1	1	1	1	1	1	1
Total operating funding (A)	13,180	15,462	15,886	16,337	16,813	17,335	17,891	18,483	19,131	19,820	20,575
Applications of operating funding											
Payments to staff and suppliers	6,089	4,921	5,035	5,880	6,050	6,214	6,598	6,783	6,984	7,197	7,428
Finance Cost	460	735	729	710	1,019	1,496	1,654	1,981	1,454	901	23
Internal charges and overheads applied	3,803	3,117	3,146	3,178	3,211	3,249	3,288	3,328	3,370	3,415	3,462
Other operating funding applications	-										
Total applications of operating funding (B)	10,352	8,773	8,910	9,768	10,280	10,959	11,540	12,092	11,808	11,513	10,913
Surplus (deficit) of operating funding (A-B)	2,828	6,689	6,976	6,569	6,533	6,376	6,351	6,391	7,323	8,307	9,662
Sources of capital funding											
Subsidies and grants for capital expenditure	4,185	2,145	2,130	1,406	6,072	9,461	176	176	177	177	177
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	4,185	2,145	2,130	1,406	6,072	9,461	176	176	177	177	177
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	12,030	6,117	6,068	3,062	17,888	24,140	97	-	-	-	-
- to replace existing assets	1,754	1,504	1,357	1,371	1,448	1,576	1,619	1,638	2,031	2,392	2,694
Increase (decrease) in reserves	-	1,213	1,681	3,542	(6,731)	(9,879)	4,811	4,929	5,469	6,092	7,145
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	13,784	8,834	9,106	7,975	12,605	15,837	6,527	6,567	7,500	8,484	9,839
Surplus (deficit) of capital funding (C-D)	(9,599)	(6,689)	(6,976)	(6,569)	(6,533)	(6,376)	(6,351)	(6,391)	(7,323)	(8,307)	(9,662)
Funding balance ((A-B)+(C-D))	(6,771)	-	-	-	-	-	-	-	-	-	-

Stormwater and Land Drainage

Why we do it

To manage the drainage of excess rainfall so that property and people are protected from flood damage, and to mitigate the adverse effects of stormwater run-off on the District’s lakes and waterways.

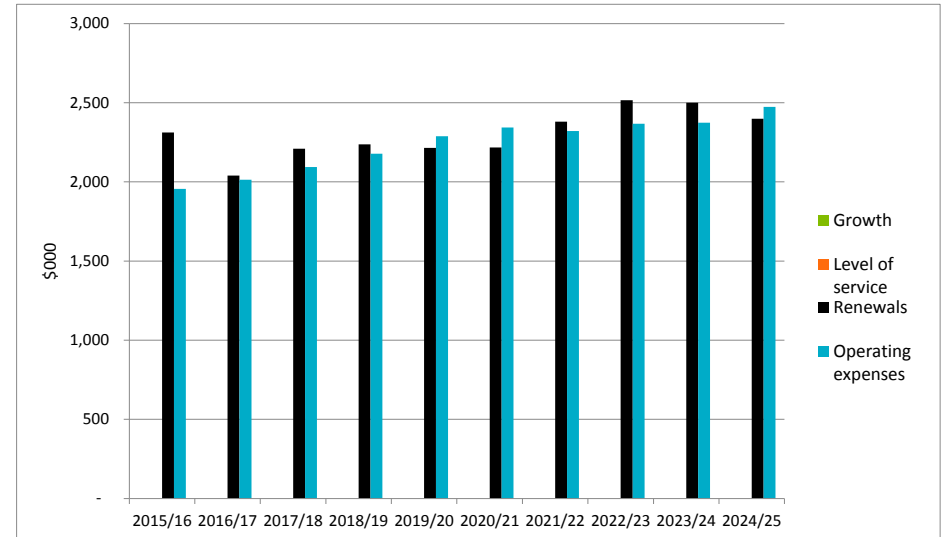
What we do

- Maintain stormwater systems and operate to manage drainage of excess rainfall.
- Develop and implement programmes to progressively improve stormwater systems in areas that experience localised flooding usually resulting from extreme rainfall episodes.
- Manage an integrated approach to planning and maintaining a stormwater system that includes: ecosystems, people, urban design, communities and businesses, as well as cultural, amenity and social values. Regulate property owner responsibilities to utilise public stormwater facilities to assist in the provision of a fully functional stormwater system.

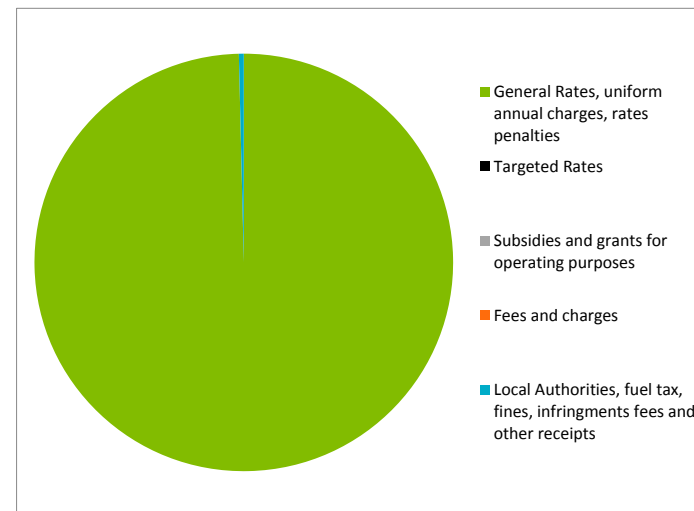
Rotorua 2030 Goals



Stormwater and land drainage costs



How operating expenses are paid for



What you can expect from us

Level of service (What we will do)	Performance measure	Performance targets					
		Current performance 2013/14	Data Source	2015/16	2016/17	2017/18	2019 to 2025
System adequacy	The number of flooding events that occur in a territorial authority district.	New measure*	SQL reports from Hansen	≤ 2	≤ 2	≤ 2	≤ 2
	For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system).	New measure*	SQL reports from Hansen	≤ 0.5 / 1000 rated properties	≤ 0.5 / 1000 rated properties	≤ 0.5 / 1000 rated properties	≤ 0.5 / 1000 rated properties
Discharge compliance	Compliance with the territorial authority's resource consents for discharge from its stormwater system measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) convictions received by the territorial authority in relation to those resource consents.	New measure*	Resource consent database	0	0	0	0
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.	New measure*	SQL reports from Hansen	≤ 60 minutes	≤ 60 minutes	≤ 60 minutes	≤ 60 minutes
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.	New measure*	Request for Service database	≤ 20 / 1000 rated properties	≤ 20 / 1000 rated properties	≤ 20 / 1000 rated properties	≤ 20 / 1000 rated properties

* New measure – denotes focus on alignment of the service with progress towards 2030.



Capital Expenditure

Reason for change	What will be done	Values Year 1 (\$000)	Year 2 (\$000)	Year 3 (\$000)	Year 4-10 (\$000)
Renewals and replacements	Stormwater renewal programme	2,312	2,040	2,209	16,463
Grand Total		2,312	2,040	2,209	16,463

Significant negative effects

Potential negative effects associated with undertaking the activities in this group are described below along with actions undertaken to mitigate the effect. Effects from the activities can influence the social, cultural, environmental and economic wellbeing of the community/district. The negative effect could be physical or a perception.

Issue/Risk/Negative impact	Action Plan
Negative environmental impact on waters received downstream.	Current water services bylaw licensing. Investigate and develop treatment options of stormwater run-off. Optimise street sweeping regimes.
Flood damage to property.	Manage and control extreme discharges.
Developers drive/influence where system upgrades are needed due to where development occurs.	Work closely with Planning departments during resource consent stage of new developments.

Stormwater and Land Drainage - Funding Impact Statement

Stormwater and Land Drainage	Annual Plan					Long-term Plan					
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Sources of operating funding											
General Rates, uniform annual charges, rates penalties	5,719	3,345	3,432	3,764	3,661	3,849	3,895	4,272	5,915	6,098	5,126
Targeted Rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	63	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local Authorities, fuel tax, fines, infringements fees and other receipts	-	12	13	13	13	14	14	15	15	16	17
Total operating funding (A)	5,782	3,357	3,445	3,777	3,674	3,863	3,909	4,287	5,930	6,114	5,143
Applications of operating funding											
Payments to staff and suppliers	876	464	473	483	494	506	518	532	546	562	578
Finance Cost	831	753	783	832	883	957	974	911	913	872	919
Internal charges and overheads applied	1,364	739	758	779	801	825	852	878	908	940	976
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	3,071	1,956	2,014	2,094	2,178	2,288	2,344	2,321	2,367	2,374	2,473
Surplus (deficit) of operating funding (A-B)	2,711	1,401	1,431	1,683	1,496	1,575	1,565	1,966	3,563	3,740	2,670
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	-	-	-	-	-	-	-	-	-	-	-
Application of capital funding											
Capital expenditure											
- to meet additional demand	724	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	1,675	2,312	2,040	2,209	2,237	2,215	2,217	2,380	2,516	2,500	2,399
Increase (decrease) in reserves	-	(911)	(609)	(526)	(741)	(640)	(652)	(414)	1,047	1,240	271
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	2,399	1,401	1,431	1,683	1,496	1,575	1,565	1,966	3,563	3,740	2,670
Surplus (deficit) of capital funding (C-D)	(2,399)	(1,401)	(1,431)	(1,683)	(1,496)	(1,575)	(1,565)	(1,966)	(3,563)	(3,740)	(2,670)
Funding balance ((A-B)+(C-D))	312	-	-	-	-	-	-	-	-	-	-

Waste Management

Why we do it

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

What we do

This group of activities includes:

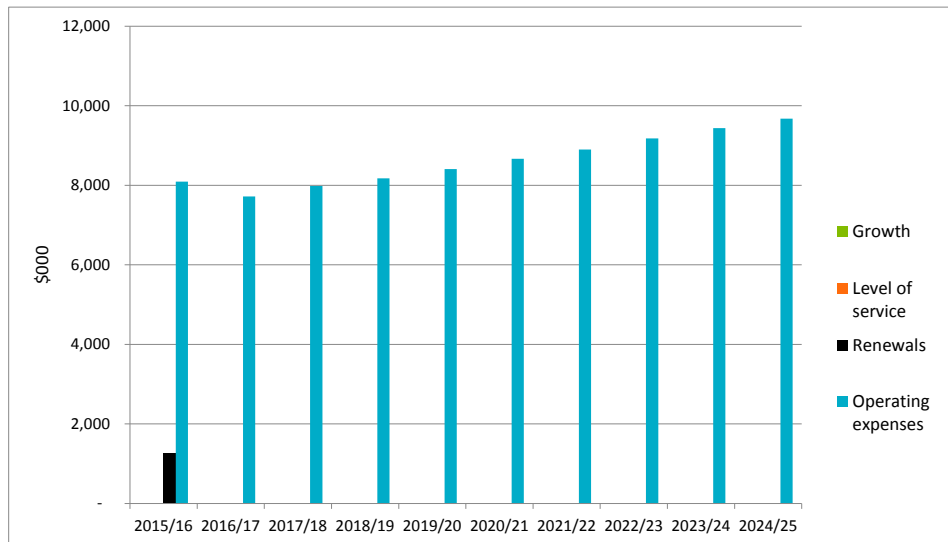
- Refuse collection
- Waste management
- Landfill

The activities provide a weekly refuse collection service for residential properties, manages and provides recycling and re-use services and plans, provides and manages waste disposal facilities.

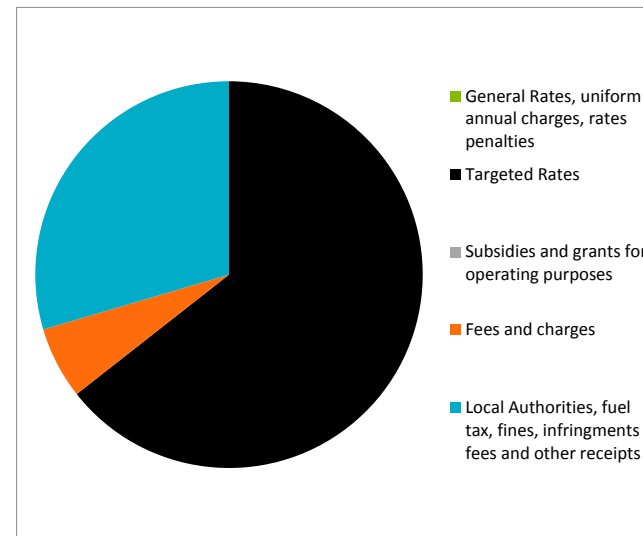
Rotorua 2030 Goals



Waste Management costs



How operating expenses are paid for



What you can expect from us

Level of service (What we will do)	Performance measure	Performance targets					
		Current performance 2013/14	Data Source	2015/16	2016/17	2017/18	2019 to 2025
Provide efficient household waste and recycling services.	Percentage of residents very/fairly satisfied with refuse collection service.	91%	Community Survey	≥90%	≥90%	≥95%	≥95%
	Percentage of residents very/fairly satisfied with recycling collection service.	New measure*	Community Survey	≥60%	≥75%	≥80%	≥85%
Provide sustainable recycling facilities for household, green waste and concrete.	Increasing number of tonnes per annum of green + wood waste recovered.	New measure*	Waste database	≥6,750 tonnes	≥7,000 tonnes	≥7,250 tonnes	≥7,500 tonnes
	Increasing number of tonnes per annum of concrete waste recovered.	New measure*	Waste database	≥1,250 tonnes	≥1,500 tonnes	≥1,750 tonnes	≥2,000 tonnes
	Increasing number of tonnes per annum of recycled material recovered.	4,475	Waste database	≥4,475	≥4,700	≥4,900	≥5,100
Minimise impact on environment.	No resource consent abatement notices, infringement notices, enforcement orders or convictions.	Achieved	Consent database	Achieved	Achieved	Achieved	Achieved
	Reduce the amount of rubbish/waste that is collected from kerbside collection per household.	New measure*	Waste database	≤ 336 kg / household	≤ 330 kg / household	≤ 315 kg / household	≤ 300 kg / household

* New measure – denotes focus on alignment of the service with progress towards 2030.

Capital Expenditure

Reason for change	What will be done	Values			
		Year 1 (\$000)	Year 2 (\$000)	Year 3 (\$000)	Year 4-10 (\$000)
▪ Renewals and replacements	Landfill renewals	1,275	-	-	-
Grand Total		1,275			

Significant negative effects

Potential negative effects associated with undertaking the activities in this group are described below along with actions undertaken to mitigate the effect. Effects from the activities can influence the social, cultural, environmental and economic wellbeing of the community/district. The negative effect could be physical or a perception.

Issue/Risk/Negative impact	Action Plan
Leakage of contaminates from Landfill to surrounding environment	Provision of emergency overflow with back-up. Upgrade of leachate disposal system.
Greenhouse gasses produced by the Landfill	Provision of gas collection system and flare
Illegal dumping/tipping of waste	Combination of education, enforcement and provision of affordable disposal facilities
Litter creating unsightly nuisance	Combination of provision of facilities, clean ups, education and community involvement



Waste Management - Funding Impact Statement

Waste Management	Annual Plan					Long-term Plan					
	2014/15 (\$000)	2015/16 (\$000)	2016/17 (\$000)	2017/18 (\$000)	2018/19 (\$000)	2019/20 (\$000)	2020/21 (\$000)	2021/22 (\$000)	2022/23 (\$000)	2023/24 (\$000)	2024/25 (\$000)
Sources of operating funding											
General Rates, uniform annual charges, rates penalties	1,148	462									
Targeted Rates	2,837	4,140	4,257	4,382	4,515	4,660	4,816	4,981	5,162	5,354	5,565
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	385	398	412	425	439	453	469	486	504	524
Internal charges and overheads recovered	1,246	1,213	1,244	1,276	1,310	1,348	1,389	1,432	1,479	1,529	1,584
Local Authorities, fuel tax, fines, infringements fees and other receipts	3,447	1,889	1,955	2,025	2,087	2,154	2,226	2,302	2,386	2,475	2,572
Total operating funding (A)	8,678	8,089	7,854	8,095	8,337	8,601	8,884	9,184	9,513	9,862	10,245
Applications of operating funding											
Payments to staff and suppliers	3,771	3,752	3,284	3,415	3,502	3,597	3,697	3,801	3,913	4,030	4,156
Finance Cost	458	908	919	956	962	993	1,035	1,040	1,071	1,066	1,024
Internal charges and overheads applied	5,204	3,429	3,516	3,609	3,708	3,818	3,934	4,058	4,193	4,338	4,495
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	9,433	8,089	7,719	7,980	8,172	8,408	8,666	8,899	9,177	9,434	9,675
Surplus (deficit) of operating funding (A-B)	(755)	-	135	115	165	193	218	285	336	428	570
Sources of capital funding											
Subsidies and grants for capital expenditure	953	414	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	953	414	-	-	-	-	-	-	-	-	-
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	75	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	326	1,275	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	-	(861)	135	115	165	193	218	285	336	428	570
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	401	414	135	115	165	193	218	285	336	428	570
Surplus (deficit) of capital funding (C-D)	552	-	(135)	(115)	(165)	(193)	(218)	(285)	(336)	(428)	(570)
Funding balance ((A-B)+(C-D))	(203)	-	-	-	-	-	-	-	-	-	-

Water Supplies

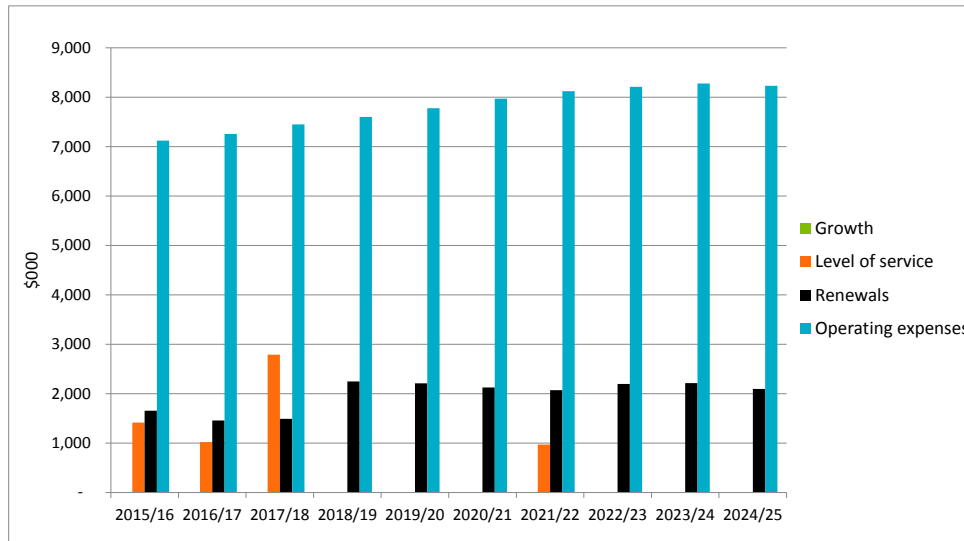
Why we do it

To provide cost-effective, constant, adequate, sustainable and high quality supply of water.

What we do

The water supplies activity comprises the provision of potable water to three urban supply areas, five rural residential supply areas and two farming supply areas.

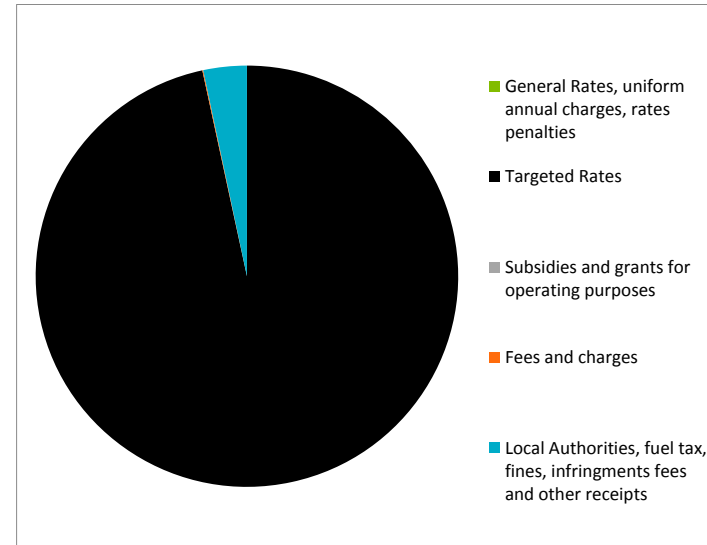
Water supplies costs



Rotorua 2030 Goals



How operating expenses are paid for



What you can expect from us

Level of service (What we will do)	Performance measure	Performance targets					
		Current performance 2013/14	Data Source	2015/16	2016/17	2017/18	2019 to 2025
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) 	New measure*	MoH National WINZ database	Achieved for all supplies	Achieved for all supplies	Achieved for all supplies	Achieved for all supplies
Maintenance of the reticulation network	The percentage of real water loss from the local authority's networked reticulation system. The methodology used in calculation is based off Benchloss NZ from the NZ Water and Wastes Association.	New measure*	Supply from bulk meter readings, Consumption from Water Billing	≤ 25%	≤ 25%	≤ 25%	≤ 25%
Fault response times	In response to a fault or unplanned interruption to the networked reticulation system, the median response times for attendance to urgent call-outs, from the time of the notification being received to the time that service personnel reach the site.	New measure*	SQL reports from Hansen	≤ 60 minutes	≤ 60 minutes	≤ 60 minutes	≤ 60 minutes
	In response to a fault or unplanned interruption to the networked reticulation system, the median response times for resolution of urgent call-outs, from the time of the notification being received to the time that service personnel confirm resolution of the fault or interruption.	New measure*	SQL reports from Hansen	≤ 240 minutes	≤ 240 minutes	≤ 210 minutes	≤ 210 minutes
	In response to a fault or unplanned interruption to the networked reticulation system, the median response times for attendance to non-urgent call-outs, from the time of the notification being received to the time that service personnel reach the site.	New measure*	SQL reports from Hansen	≤ 1 day	≤ 1 day	≤ 1 day	≤ 1 day
	In response to a fault or unplanned interruption to the networked reticulation system, the median response times for resolution of non-urgent call-outs, from the time of the notification being received to the time that service personnel confirm resolution of the fault or interruption.	New measure*	SQL reports from Hansen	≤ 3 days	≤ 3 days	≤ 3 days	≤ 3 days
Customer satisfaction	The total number of complaints received by the local authority about any of: <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 expressed per 1000 connections to the local authority's networked reticulation system. 	New measure*	Request for Service database	≤ 10 / 1000 connections	≤ 10 / 1000 connections	≤ 10 / 1000 connections	≤ 10 / 1000 connections
Demand management	The average consumption of drinking water per day per resident within the territorial authority district.	New measure*	Consumption from Water Billing	≤ 320 litres per person per day	≤ 320 litres per person per day	≤ 320 litres per person per day	≤ 320 litres per person per day

* *New measure – denotes focus on alignment of the service with progress towards 2030.*

Capital Expenditure

Reason for change	What will be done	Values Year 1 (\$000)	Year 2 (\$000)	Year 3 (\$000)	Year 4-10 (\$000)
▪ Renewals and replacements	Water supply renewal programme	1,656	1,458	1,490	15,155
▪ Level of service	Backflow prevention additions	691	708	726	-
	Extension of the Rotoma water supply	-	-	-	969
	General bore sources	-	-	1,743	-
	Generator(s) to provide electricity for pump stations	249	-	-	-
	Installation of filtration for the raw lake water	83	-	-	-
	Sectorisation and pressure management	304	312	320	-
	Valve additions to control flow	87	-	-	-
Grand Total		3,070	2,478	4,279	16,124

Significant negative effects

Potential negative effects associated with undertaking the activities in this group are described below along with actions undertaken to mitigate the effect. Effects from the activities can influence the social, cultural, environmental and economic wellbeing of the community/district. The negative effect could be physical or a perception.

Issue/Risk/Negative impact	Action Plan
Unable to renew resource consent for water abstraction of Ngongotaha.	Work with local iwi to work towards agreement for renewal of resource consent. Investigate potential new water sources should new resource consent not be granted.
Input of water into wastewater system.	Council has in place and follows a water conservation strategy and a trade waste bylaw to regulate discharges to the waste water system.
High cost of water abstraction.	All water schemes are paid for by users.

Water Supplies - Funding Impact Statement

Water Supplies	Annual Plan					Long-term Plan					
	2014/15 (\$000)	2015/16 (\$000)	2016/17 (\$000)	2017/18 (\$000)	2018/19 (\$000)	2019/20 (\$000)	2020/21 (\$000)	2021/22 (\$000)	2022/23 (\$000)	2023/24 (\$000)	2024/25 (\$000)
Sources of operating funding											
General Rates, uniform annual charges, rates penalties	-										
Targeted Rates	6,870	8,290	8,525	8,774	9,040	9,332	10,579	10,910	11,272	11,657	12,079
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	214	6	6	6	7	7	7	7	8	8	8
Internal charges and overheads recovered	-	423	433	444	455	468	481	495	510	527	544
Local Authorities, fuel tax, fines, infringements fees and other receipts	-	283	293	303	312	323	333	345	357	371	385
Total operating funding (A)	7,084	9,002	9,257	9,527	9,814	10,130	11,400	11,757	12,147	12,563	13,016
Applications of operating funding											
Payments to staff and suppliers	4,504	2,314	2,364	2,418	2,475	2,538	2,604	2,675	2,752	2,835	2,924
Finance Cost	360	562	587	658	680	716	760	752	669	553	308
Internal charges and overheads applied	1,576	4,244	4,306	4,374	4,446	4,525	4,609	4,696	4,790	4,891	4,999
Other operating funding applications	-										
Total applications of operating funding (B)	6,440	7,120	7,257	7,450	7,601	7,779	7,973	8,123	8,211	8,279	8,231
Surplus (deficit) of operating funding (A-B)	644	1,882	2,000	2,077	2,213	2,351	3,427	3,634	3,936	4,284	4,785
Sources of capital funding											
Subsidies and grants for capital expenditure	47	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	47	-	-	-	-	-	-	-	-	-	-
Application of capital funding											
Capital expenditure											
- to meet additional demand	485	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	1,414	1,020	2,789	-	-	-	969	-	-	-
- to replace existing assets	2,491	1,656	1,458	1,490	2,247	2,208	2,124	2,068	2,197	2,214	2,096
Increase (decrease) in reserves	-	(1,188)	(478)	(2,202)	(34)	143	1,303	597	1,739	2,070	2,689
Increase (decrease) of investments	-										
Total applications of capital funding (D)	2,976	1,882	2,000	2,077	2,213	2,351	3,427	3,634	3,936	4,284	4,785
Surplus (deficit) of capital funding (C-D)	(2,929)	(1,882)	(2,000)	(2,077)	(2,213)	(2,351)	(3,427)	(3,634)	(3,936)	(4,284)	(4,785)
Funding balance ((A-B)+(C-D))	(2,285)	-	-	-	-	-	-	-	-	-	-

Council Controlled Organisations

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 contrast 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.

Rotorua Lakes Council presently has a number of CCOs (Rotorua District Council Holding Ltd, Grow Rotorua Ltd, Rotorua Regional Airport Ltd, TERAX 2013 Ltd, TERAX Ltd Partnership, Local Authority Shared Services Ltd, and Bay of Plenty Local Authority Shared Services Ltd) and has agreed to the creation of a new CCO— Rotorua Contracting.

Rotorua District Council Holdings Ltd

Introduction

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.

As at 30 June 2015 the holding company had not traded.

Goals/Objectives

- Application of additional commercial focus and rigor applied in the interface between council and the subsidiary organisations;
- Enhance coordination arising from the ability to have representation on the holding company board from each of the subsidiary boards; and
- Include some level of political representation on the holding company board.

Grow Rotorua Ltd

Introduction

Grow Rotorua Ltd (GRL) 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 the development of initiatives that strengthen economic investment opportunities in key economic driver areas: forestry industry, tourism, agriculture (including land use change) and geothermal and other sources of renewable energy.

More recently in the Tourism sector, Grow Rotorua Ltd is involved in the progression of new spa opportunities, discussions on potential geothermal-themed golf tourism and implementation of a strategy to maximise the economic opportunities generated by mountain biking in Rotorua.

Grow Rotorua's forestry focus is on building the case for a Centre of Excellence in Engineered Wood Products and on-shore value-added processing of export logs.

In the Agribusiness sector, Grow Rotorua is focused on identifying and promoting alternative environmentally sustainable land uses for the

catchment. There is also a major focus on developing the international education sector including education, flight training and freshwater science.

Nature and scope of activities

The Purpose of the Company is to: *Provide a sustainable future economic platform off which Rotorua, its people and its businesses, can grow and prosper.*

The objectives of the Company are to:

- Develop technically and financially robust investment value propositions.
- Communicate and promote propositions to the investment community.
- Facilitate private sector investment into the Rotorua District.
- Identify barriers to creating investment wealth in the District and propose solutions to these.
- Understand the capability and skills required to achieve the District economic growth strategy and promote these requirements to the local education sector.
- Identify appropriate roles to attract and assist Te Arawa investment locally (or in their rohe).

Performance Measures

Target	Measure	Timing
Total estimated capital to be invested in new projects	\$15m	By 30 June 2016
Total number of new jobs created as estimated by investors to operate projects as above	120	By 30 June 2016
The 10yr economic impact for Rotorua *	\$150m	By 30 June 2016
The number of 2016 Flagship Projects contributed to	4	By 30 June 2016

* Measured as estimated annual revenues at planned capacity x 10.

Rotorua Regional Airport Ltd

Introduction

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.

Nature and scope of activities

RRAL is responsible for the ongoing capital development and maintenance, and ownership of the airport's infrastructure. Its primary goal is to optimise the use of its assets to ensure the ongoing safe and successful operation of the airport.

Performance Measures

	2016	2017	2018
Aircraft			
Aircraft movements	7,400	7,474	7,549
Passengers			
Domestic	215,000	217,100	219,400
Financial			
Total Revenue	\$4,793,352	\$4,886,735	\$4,982,550
Total Expenses	\$4,744,167	\$4,807,080	\$4,857,163
NPAT	\$49,185	\$79,655	\$125,387
Capital expenditure	\$930,000	\$855,000	\$700,000
Customer			
Customer service and facility rating	7.2 out of 10	7.5 out of 10	8.0 out of 10
Operational			
Number of controllable safety incidents	1.5	1	0
Team			
Number of employee injuries (days off work)	7.5	5	2

Rotorua Contracting

Introduction

Existing council services of Castlecorp, the Nursery and the Landfill are to be transitioned to this CCO from 1 July. It is expected that this CCO will be fully operational by end of September 2015. The formation of this CCO will:

- 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.

Nature and scope of activities

Provide services includes the maintenance of Council's water supply, wastewater reticulation, storm water infrastructure, litter and refuse collection, janitorial and maintenance of public gardens, parks, sports fields and cemeteries.

Performance Measures

Performance targets are included in the service level agreements between Council and the CCO. The CCO will also report on further measures which will be negotiated on an annual basis as part of the annual process of preparing a Statement of Intent.

Terax 2013 Ltd and Terax Limited Partnership

Introduction

Rotorua District Council (RDC) and the New Zealand Forest Research Institute Ltd (Scion) have created Terax Limited Partnership (the Partnership) and Terax 2013 Ltd (the Company). The Partnership has been formed under the Limited Partnership Act with RDC and Scion as Limited Partners and providing investment funding (the Investors).

Nature and scope of activities

The purpose of the Partnership is to commercialise the TERAX™ organic waste treatment process and thereby generate returns to its investors.

The process destroys sewage treatment plant sludge and other organic wastes that are typically landfilled. It combines hydrothermal and biological processing to break down complex organic materials into simpler molecules. The consequence of this process is elimination of the organic solids content of the feed material. RDC and Scion have both invested in maturing this process targeting specific application to urban waste water treatment and have formed an Unincorporated Joint Venture for this purpose. The Joint Venture was successful in attracting grants from the Ministry for the Environment Waste Management Fund to evaluate the process at pilot plant level. This work has been successful and the potential for commercial application identified for application to the RDC Waste Water Treatment Plant and the much wider application of treating municipal waste streams both in New Zealand and internationally.

Performance Measures

Target	Measure	Timing
1. The company is operating efficiently	The budget is adopted by the Board and the investors advised via the SOI of expected investment requirements over three year timeframe.	By 30 th June 2015
2. Intellectual Property strengthened.	International patents granted in key countries/regions (Australia, Canada, China, European Community, Japan, Malaysia, Singapore, South Korea, USA)	By 30 th June 2016
3. Strategic partner or territorial licensee for NZ/Australia Municipal Biosolids market.	MoU or Letter of Intent in place with at least 1 territorial licensee.	By 31 st December 2015

4. Strategic partner or territorial licensee for NZ/Australia Municipal Biosolids market	At least 1 territorial licensee fully contracted.	By 30 th June 2016
5. Licences taken up	<ul style="list-style-type: none"> ▪ No less than 2 end user licences within the Local Government sector or wider industry end users. ▪ No less than 2 additional end-user licences in place 	By 31 st December 2015 By 31 st July 2016
6. Investors identified	Due diligence under way by at least 1 prospective new investor in Terax LP	By 31 st December 2015
7. Technology extended to municipal solid waste	MfE funded development programme completed; basic engineering and cost estimate completed for a TERAX system to treat municipal solid waste	By 31 st December 2015
8. Compliance	The Audit of the Company does not highlight any material issues.	Annually
9. Business operations	Effective business strategies are put in place to ensure that the Investors receive an appropriate return on their investment.	Reviewed annually

Local Authority Shared Services Limited

Introduction

The Local Authority Shared Services Ltd (LASS) was incorporated in December 2005. The LASS was established as a Control Controlled Organisation under the Local Government Act for the 13 Waikato/Rotorua councils. Rotorua District Council has an approximately 7% shareholding in the company.

Nature and scope of activities

Over the period the company has been operating benefits have been delivered in the form of:

- Improved level and quality of service
- Coordinated approach to the provision of services
- Reductions in the cost of services
- Opportunity to develop new initiatives
- Opportunity for all councils irrespective of location or size to benefit from joint initiatives
- Leverage provided from economies of scale resulting from a single entity representing councils leveraging procurement opportunities.

At this stage these gains have been realised by shareholders in the Shared Valuation Data Service (SVDS), the Waikato Regional transport model (WRTM), and through joint procurement contracts.

The ability of LASS to contribute to a greater extent in terms of shared services and also at a strategic collaboration level has been the subject of discussion and agreement through the Waikato Mayoral Forum.

The Directors have been tasked with identifying ways to progress these initiatives. This will involve resourcing and funding a range of initiatives that will potentially extend the services currently offered by LASS. The LASS Directors will continue to seek any new opportunities, either from internal investigations, or shareholder initiatives that are presented to it with a sound business case.

New services that are intended to be initiated under the LASS umbrella will only be adopted where a business case shows that they provide some form of benefit to the shareholders. The benefits that may be gained include development of intellectual property through new business services, protection of Council data, improved levels of service and/or reduced cost. All such proposals will be presented to the Shareholders for approval prior to implementation.

Performance Measures

LASS agree annually its key financial and non-financial performance indicators with shareholders. These indicators are outlined in LASS's Statement of Intent.

Statement of Corporate Intent, Interim Report and Annual Report is presented to the CCO Subcommittee.

- Financial forecasts and performance targets are specified annually in the Statement of Corporate Intent.
- Joint procurement initiatives for goods and services are investigated and implemented.
- Collaborative projects are identified and business cases are developed for the highest priority projects and the projects implemented.
- Existing LASS are managed and renegotiated as required.
- Positive cash flow will be maintained.
- Expenditure shall not exceed that budgeted by more than 5% unless prior approval is obtained from the directors.
- The Board will provide a written report on the business operations and financial position of the LASS to shareholder as a minimum on a six monthly basis.
- Administrative support and regular updates provided to Mayoral Forum regarding progress for approved work streams.
- The Shared Valuation Data Service (SVDS) is reliable, well maintained and available to users at least 99% of normal working hours. All SDVS major enhancements are supported by business case.
- The Waikato Regional Transport Model (WRTM) is reliable, well managed and available to all users. Modelling reports requested are actioned within.
- the agreed time frame. A report by the Contract Manager is provided to the Board at least every six months.
- Shareholders are surveyed annually and satisfied with the performance of LASS.
- Shareholders are informed on the benefits being provided to shareholding Councils by LASS.
- Financial forecasts to be achieved.

Bay of Plenty Local Authority Shared Services Limited

Introduction

Rotorua District Council is also a one-ninth shareholder in Bay of Plenty Local Authority Shared Services Ltd (BOP LASS). BOP LASS was incorporated during 2007/08 to investigate, develop and deliver shared services, joint procurement and communications for the participating councils.

BOP LASS delivers benefits through improved levels of service, reduced costs, improved efficiency and / or increased value through innovation. This will be achieved primarily through joint procurement and shared services. Joint procurement includes procurement of services or products by two or more councils from an external provider.

Shared services include participation of two or more councils in the provision of a common service. The expected benefits that can be achieved through shared services are:

- Improved levels of quality of service.
- A coordinated and consistent approach to the provision of services.
- Reduction in the cost of support and administrative services.
- Opportunities to develop new initiatives.
- Economies of scale resulting from a single entity representing many councils in procurement.

Performance Measures

The specific performance targets for BOPLASS will be set annually through the BOPLASS Statement of Intent and will be based on the framework outlined below. At the end of each financial year the BOPLASS Annual Report will report on performance against the Statement of Intent including how it performed against those targets.

- Joint procurement initiatives provide financial savings and/or improved service levels to the Council
- Support is provided to assist the Council when engaging in shared service development and projects

- A collaboration portal for access to, and sharing of, project information between BOPLASS councils and the greater Local Government community is operational
- Best value is ensured through managing and/or renegotiating existing contracts
- Communication is undertaken at the appropriate level with at least one meeting with the Executive Leadership Team per year
- The company remains financially viable.