

Guide to activity plans

Introduction

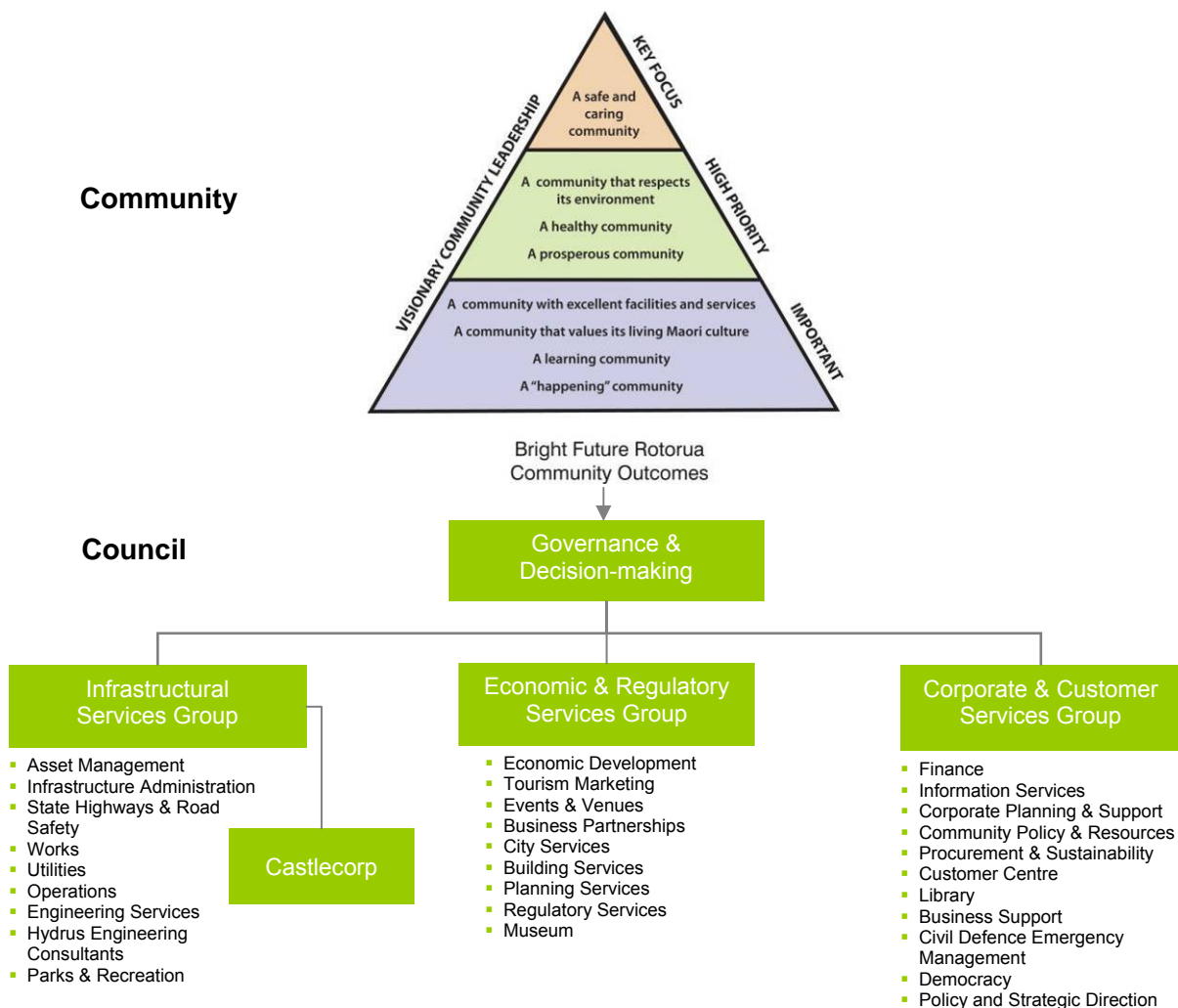
The activity plans section of the annual plan divides all of the activities and services undertaken by the council into groups that reflect their functional nature as well as well-being themes. In establishing the groups consideration was given to the description and nature of costs associated with each of council's activities. The Local Government Act 2002 places emphasis on:

- Local democracy and community participation
- Providing opportunities for Maori to contribute to Council's decision-making processes

- Sustainable development including:
 - social well-being
 - economic well-being
 - environmental well-being, and
 - cultural well-being
- Community Outcomes

There is also a special emphasis on policies, their priorities, and how they are developed.

The diagram below shows the activity groups and their relationships.



Corporate & Customer Services Group

Overview of Group

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

- Community engagement and support:
 - Grants and community assistance
 - Pensioner housing
 - Community House
 - Halls
 - Community policy and resources
- Corporate support functions:
 - Corporate administration
 - Property management
 - Customer Centre
 - Financial services
 - Information management
 - Information technology
 - Geographic Information Systems (GIS)
 - Records
- Democracy
- District Library
- Emergency Management
- Governance and Strategic Direction:
 - Kaupapa Maori
 - Procurement and sustainability
 - Human Resources
 - Communication

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

The activity is central to ensuring that Rotorua District Council's services are contributing towards the promotion of community outcomes and improving social, cultural, economic and environmental well-being for the people of the district. Some of the services provided are recognised as very important to the community and would not otherwise be provided to the level expected without council's contribution and involvement.

A number of support services are not detailed individually in the following section. The cost of these activities are included as part of the cost of service for all other council activities and services. This section details:

- Community engagement and support
- District library
- Emergency management
- Governance and strategic direction

Cost details of remaining support services are covered in the cost of service summary overleaf and capital expenditure on pages 160 to 162.

Council's role in promoting sustainable development and the well-being of the community is also of significant importance and underpins many of the proposals included in this plan.

Large budget variances explained

- Renewal budget of library books has been set at previous levels.
- \$250,000 included for Okareka fire tender. It is hoped to obtain a grant of approximately \$130,000 from the National Rural Fire Service.
- The increase in operating costs for Governance and Strategic Direction is a recognition and focus on procurement and sustainability. Relevant staff who work in this area have been pulled together as a team and now sit in the Corporate and Customer Services Group. This has not increased staff numbers.
- An amount of \$1.8 million of capital expenditure had been budgeted for the Grow Rotorua Fund under Governance and Strategic Direction. This has now been moved to Economic Development in the Economic and Regulatory Services Group.

Corporate & Customer Services Group **cont.**

Projected cost of service for year ended 30 June 2012

Corporate and Customer Services Group	Annual Plan	Ten Year Plan	Annual Plan
\$ in thousands	2010/11	2011/12	2011/12
OPERATING EXPENDITURE			
Community Engagement & Support	3,468	3,447	3,630
Governance & Strategic Direction	4,955	4,429	4,874
Public Library	4,098	3,816	4,133
Emergency Management	560	552	592
Total Operating Expenditure	13,081	12,244	13,229
Less Revenue for Operations			
Community Engagement & Support	914	916	895
Governance & Strategic Direction	956	885	1,061
Public Library	371	373	341
Emergency Management	6	6	6
Total Operating Revenue *	2,247	2,180	2,304
Net Cost of Service	10,834	10,064	10,925

* Excludes any capital revenue

Total Operating Expenditure funded by:			
General Rates	8,101	9,213	8,772
Fees & Charges	2,100	1,986	2,103
Investment Income	3	47	1
Subsidies & Grants	95	95	150
Targeted Rates	50	53	50
Self Funding/Reserve movements	(87)	(44)	55
Depreciation not funded	2,819	894	2,098
Total Operating Expenditure	13,081	12,244	13,229
	-	-	

CAPITAL EXPENDITURE			
Community Policy & Resources	158	18	18
Pensioner Housing	33	154	100
Emergency Management	-	37	152
Policy & Strategic Direction	1,800	-	
Customer Centre	-	46	
Finance	7	7	
Information Management	333	265	265
Information Technology	811	841	752
Land Information Services	239	111	100
Records	332	-	-
Property Management	623	1,163	1,090
Public Library	437	728	562
Total Capital Expenditure	4,772	3,371	3,040

Total Capital Expenditure funded by:			
Funding from Depreciation (Rates)	1,797	2,060	1,783
Loans from/(to) Corporate Fund	2,870	1,146	1,069
Capital Grants	72	11	89
Development Contributions	-	-	-
Reserves Net	33	154	100
Asset Sales	-	-	-
Total Capital Expenditure	4,772	3,371	3,040

Corporate & Customer Services Group **cont.**

Community engagement and support

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> ▪ By working with a range of organisations on agreed priorities, including Safe Community designation ▪ By working towards safe homes and streets, lowering crime rates, improving perceptions of safety amongst residents, curbing alcohol related violence in the district ▪ By providing safe public spaces through use of Crime Prevention Through Environmental Design (CPTED) principles ▪ By actively working to create supportive environments for those affected by child abuse and family violence in the district ▪ By supporting implementation of the Rotorua Safe Families Action Plan ▪ By contracting with local 'not-for-profit' organisations ▪ By implementing the RDC Crime Prevention Plan
Health	<ul style="list-style-type: none"> ▪ By working with a range of organisations to promote healthy eating – healthy action ▪ By implementing a range of activities and events which offer people the chance to be involved in activities which promote social and cultural wellbeing ▪ By working with young and older people, and families in the community, to support their needs and encourage contributions to the activities available ▪ By participating in projects which improve the health of those living in the district eg. Healthy Homes, Local Air Management Area (air quality)
Prosperity	<ul style="list-style-type: none"> ▪ By working with organisations who support young people involved in education, training and employment ▪ By facilitating capacity building amongst local artists and arts organisations
Facilities & Services	<ul style="list-style-type: none"> ▪ By contributing to the support of local not for profit organisations through accommodation and grants for services contracts ▪ By partnering with other agencies around priority projects e.g. Safe Families Campaign
Maori Culture	<ul style="list-style-type: none"> ▪ By use of Te Reo in a variety of areas: advertising of Community Assistance grant schemes; Maori language week activities; dual language signage at RDC venues; and in printed resources ▪ By maintaining relationships with local Maori communities/organisations ▪ By promoting events associated with Matariki each year
Learning	<ul style="list-style-type: none"> ▪ By supporting training for people working in voluntary roles eg. committee members ▪ By producing research/directory resources which are available to organisations and students within the district. ▪ By facilitation of professional development opportunities for people working in the community ▪ By ensuring access to information about sources of funding eg fund view databases
Happening	<ul style="list-style-type: none"> ▪ By working with groups and organisations in the community to hold a number of events and activities which support social and cultural wellbeing ▪ By facilitating and supporting projects which foster artistic expression, art, music, dancing, public performances and exhibitions

Corporate & Customer Services Group **cont.**

Community engagement and support **cont.**

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Directly and indirectly provide assistance to community groups to build their capacity and help them achieve their objectives.	Implement and maintain proposed safety initiatives.	Maintain WHO Safe Community designation. Maintain Safe Families and Crime Prevention Action Plans.	Maintain WHO Safe Community designation. Maintain Safe Families and Crime Prevention Action Plans.
	All rural and urban halls have a building warrant of fitness.	100%	100%
	Community grants rounds are completed each year.	4	4
	Grants for services contracts are in place with local not-for-profit groups and annual accountability reports are completed.	8	8
	% of tenancy level in Community House.	96%	98%
Management of pensioner housing tenancies so that the account is self funding.	Rental income covers 100% of operational costs.	No cost to ratepayer	No cost to ratepayer
	% of unit occupancy.	95%	95%
	% of tenants rate overall satisfaction with their units as good/very good in two-yearly satisfaction surveys.	85%	85%
Ensure quality information on the social and cultural composition and trends of the community are available and used in the direction setting of Rotorua district.	Update Good Health, Social Monitor and youth services information annually.	100%	100%

Corporate & Customer Services Group **cont.**

Community engagement and support **cont.**

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	541	613	560
Direct Costs	1,517	1,721	1,582
Financial Costs	24	76	67
Depreciation	839	439	845
Group Recovery Costs	92	208	8
Support Costs	486	469	569
Total Costs	3,499	3,526	3,631
Operating Income and Recoveries			
Internal Recoveries	(32)	(79)	-
Fees & Charges	(821)	(824)	(849)
Investment Income	(3)	(3)	(1)
Subsidies & Grants	(90)	(89)	(44)
Total Operating Income and Recoveries	(946)	(995)	(894)
Net Operating Costs	2,553	2,531	2,737
Net Cost of Service	2,553	2,531	2,737
Capital Costs			
Renewals	68	172	118
Level of Service	124	-	-
Total Capital	192	172	118
Operational Funding			
Net Cost of Service of General Rate Activities	2,553	2,531	2,737
Less Depreciation of General Rate Activities	(839)	(439)	(845)
Depreciation Funded by General Rates	34	18	18
Self Funding/DC Reserve Movements	87	42	4
Operations Funded by General Rates	1,835	2,152	1,914
Capital Funding			
Funding from Depreciation (Rates)	34	18	18
Loans from/(to) Corporate Fund	62	-	-
Capital Grants	62	-	-
Reserves Net	33	154	100
Total Capital	191	172	118

Capital Expenditure

Community House Asset Replacement – vinyl, floor coverings	Renewals	\$18,407
Pensioner Housing upgrade – Lucas Place	Renewals	\$100,000
Total		\$118,407

Corporate & Customer Services Group **cont.**

District Library

Community outcomes

Community Outcome	How the Council contributes
Prosperity	<ul style="list-style-type: none"> By providing improved opportunities A well educated workforce contributes to the economic performance of a community
Facilities & Services	<ul style="list-style-type: none"> By providing an excellent facility and resources to the community that would not otherwise be provided by private enterprise
Maori Culture	<ul style="list-style-type: none"> By fostering Maori cultural activities and expression By respecting Te Arawa as part of the unique heritage of Rotorua district
Learning	<ul style="list-style-type: none"> By providing learning activities accessible for everyone By providing excellent pre-school/infant facilities By providing whanau supported learning By encouraging literacy and lifelong learning, supporting formal and informal education
Happening	<ul style="list-style-type: none"> By providing leading edge activity events By fostering artistic expression, art, music, dancing, public performances and exhibitions By providing great facilities to visit

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Library readily accessible to residents and visitors and meets the needs of the community.	% of population are members of the library.	60%	60%
	% of households who have used the library in the last 12 months.	69%	75%
	Annual visits per capita.	5.5	5.5
	% of residents who are very/fairly satisfied with the level of service (as measured by community satisfaction survey).	86%	86%
Maintain a collection of local Maori and European print resources for reference and study.	% of published and unpublished print material reflecting Rotorua's heritage and culture purchased each year.	100%	100%
Maintain collections of fiction and non fiction for information, education and recreation.	Average annual items issued per capita	11	11
	Number of items purchased p.a. per capita.	0.28	0.28
Provide events that reflect the art and cultural interest of the community with a specific focus on literacy.	Number of children's programmes per year.	4 pa	4 pa
	Number of teens' programmes per year.	2 pa	3 pa
	Number of 'toddler time' sessions per week during term time.	2 per week	2 per week
	Number of guest authors per year.	6 pa	7 pa

Corporate & Customer Services Group **cont.**

District Library **cont.**

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	1,565	1,606	1,654
Direct Costs	635	615	679
Financial Costs	260	162	248
Depreciation	1,001	882	903
Group Recovery Costs	36	38	3
Support Costs	664	574	705
Total Costs	4,161	3,877	4,192
Operating Income and Recoveries			
Internal Recoveries	(62)	(60)	(59)
Fees & Charges	(371)	(373)	(341)
Total Operating Income and Recoveries	(433)	(433)	(400)
Net Operating Costs	3,728	3,444	3,792
Capital Revenue	(38)	(51)	(14)
Total Capital Revenue	(38)	(51)	(14)
Net Cost of Service	3,690	3,393	3,778
Capital Costs			
Renewals	395	664	509
Backlog	41	64	54
Total Capital	436	728	563

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operational Funding			
Net Cost of Service of General Rate Activities	3,690	3,393	3,778
Plus Capital Revenue	38	51	14
Less Depreciation of General Rate Activities	(1,001)	(882)	(903)
Depreciation Funded by General Rates	395	664	509
Operations Funded by General Rates	3,122	3,226	3,398
Capital Funding			
Funding from Depreciation (Rates)	395	664	509
Loans from/(to) Corporate Fund	41	64	54
Total Capital	436	728	563

Capital Expenditure

Library books	Backlog	\$57,732
	Renewals	\$483,587
Library asset replacement	Renewals	\$25,081
Total		\$562,400

Emergency Management

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> Civil Defence Emergency Management (CDEM) awareness is promoted throughout the community by talks/presentations to schools, community groups and organisations Effective liaison is maintained with local emergency service personnel, including joint search and rescue activities CDEM is a member of the RDC Community Safety Forum
Health	<ul style="list-style-type: none"> CDEM is a member of the Lakes DHB Key Stakeholders Forum CDEM input into the regional Pandemic Plan

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Reduction Reduce the long-term risk to human life or property arising from all hazards.	% of hazard maps reviewed, and changes to the hazardscape recorded and updated annually.	100%	100%

Corporate & Customer Services Group **cont.**

Emergency Management **cont.**

Measuring our achievements **cont.**

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Readiness Training and resources in place (plans, training exercises, standard operating procedures (SOPs) and equipment or access to them).	Number of locally run exercises each year (desk top and full mobilisation of local EOC).	1 desk top exercise 1 exercise involving the full mobilisation of local emergency operations centre	1 desk top exercise 1 exercise involving the full mobilisation of local emergency operations centre
Response Action immediately before, during or directly after an emergency that can save lives, minimise property damage, or improve recovery.	Availability of Emergency Management Controller or acting EMC.	100%	100%
	Current database of trained personnel.	100%	100%
Recovery Training and resources/contacts in place (plans, training exercises, SOPs) to recover.	% of plans/strategies are current and approved by Bay of Plenty CDEM Group.	100%	100%
Rural Fire Protection of people, property and the environment from the hazards of fire by prevention, suppression and control in rural areas.	Rural Fire forces trained and equipped.	100%	100%
	Database of current fire permits kept up to date.	100%	100%
	Fire plan updated and certified annually.	By 1 October each year	By 1 October each year

Activity Statement

<i>\$ in thousand</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	110	108	126
Direct Costs	181	196	194
Financial Costs	5	5	6
Depreciation	40	42	44
Group Recovery Costs	18	16	6
Support Costs	206	186	216
Total Costs	560	553	592
Operating Income and Recoveries			
Fees & Charges	(1)	(1)	-
Subsidies & Grants	(5)	(6)	(6)
Total Operating Income and Recoveries	(6)	(7)	(6)
Net Operating Costs	554	546	586
Capital Revenue	-	-	(60)
Total Capital Revenue	-	-	(60)
Net Cost of Service	554	546	526
Capital Costs			
Renewals	-	37	152
Total Capital	-	37	152

<i>\$ in thousand</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operational Funding			
Net Cost of Service of General Rate Activities	554	546	526
Less Depreciation of General Rate Activities	(40)	(42)	(44)
Depreciation Funded by General Rates	-	37	152
Operations Funded by General Rates	514	541	634
Capital Funding			
Funding from Depreciation (Rates)	-	37	74
Capital Grants	-	-	78
Total Capital	-	37	152

Capital Expenditure

Radio and office equipment	Renewals	\$1,552
Okareka Rural Fire Unit	Renewals	\$150,000
Total		\$151,552

Corporate & Customer Services Group **cont.**

Governance and Strategic Direction

Community outcomes

This activity covers a range of specific functions but is also the home of corporate governance and planning. It therefore contributes to all community outcomes by providing corporate leadership and direction for the organisation.

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> By considering and incorporating safety aspects into services and facilities provided by council.
Environment	<ul style="list-style-type: none"> By helping to maintain the natural and physical environment through various activities. By sustainable leadership and community support.
Health	<ul style="list-style-type: none"> By providing facilities and services to standards and quality expected to ensure a healthy community.
Prosperity	<ul style="list-style-type: none"> By ensuring the community's views are heard before decisions are made.
Facilities & Services	<ul style="list-style-type: none"> By providing sound democratic and corporate governance. By leading the development of a vision for the district.
Maori Culture	<ul style="list-style-type: none"> By making decisions that respond to or plan for current and future community needs. By increasing the organisation's capacity to consult, inform and respond to concerns raised by Maori. By undertaking the role of caretaker for many of the district's resources, for today's and future generations.
Learning	<ul style="list-style-type: none"> By ensuring that council provides services and facilities that increase the learning and knowledge of its residents.
Happening	<ul style="list-style-type: none"> By undertaking a number of activities and initiatives to help make Rotorua the destination of choice for national and international visitors.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Governance, Leadership and Decision making.	% of residents satisfied with Council's decisions and actions ¹ .	72%	73%
	% of residents rate level of council information to be sufficient ¹ .	62%	65%
	Triennial election held without successful appeal.	Triennial Elections held	N/A
	Review options for local government in Rotorua district.	Implementation of 2010 consultation results	N/A
Encourage the preservation and sustainable development of Maori resources.	Provide funding and assistance for the preparation of Mana Whenua plans.	1 Mana Whenua plan is produced for the year	1 Mana Whenua plan is produced for the year
Foster partnership between Council and Maori on matters of mutual interest.	Hold a workshop between Maori and Council to discuss matters of mutual interest.	1 workshop per year	1 workshop per year

¹ As measured by annual community satisfaction survey

Corporate & Customer Services Group **cont.**

Governance and Strategic Direction **cont.**

Activity Statement

<i>\$ in thousand</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	7,557	7,720	7,956
Direct Costs	5,093	4,854	4,807
Financial Costs	453	396	473
Depreciation	2,737	1,591	2,167
Group Recovery Costs	43	22	76
Support Costs	2,123	2,110	1,853
Total Costs	18,006	16,693	17,332
Operating Income and Recoveries			
Internal Recoveries	(13,052)	(12,265)	(12,458)
Fees & Charges	(899)	(782)	(905)
Investment Income	-	(44)	-
Subsidies & Grants	-	-	(100)
Targeted Rates (Operating)	(50)	(53)	(50)
Other Income	(6)	(6)	(6)
Total Operating Income and Recoveries	(14,007)	(13,150)	(13,519)
Net Operating Costs	3,999	3,543	3,813
Net Cost of Service	3,999	3,543	3,813
Capital Costs			
Renewals	1,368	1,341	1,182
Growth	1,810	11	11
Level of Service	967	1,082	1,015
Other Capital Expenditure	-	(2,334)	-
Total Capital	4,145	100	2,208
Operational Funding			
Plus Capital Revenue	-	-	-
Less Depreciation of General Rate Activities	(2,737)	(1,591)	(2,167)
Depreciation Funded by General Rates	1,368	1,341	1,182
Operations Funded by General Rates	2,630	3,293	2,828
Capital Funding			
Funding from Depreciation (Rates)	1,368	1,341	1,182
Capital Grants	10	11	11
Total Capital	4,145	2,434	2,208

Note: The Ten Year Plan figures vary to the 2009-19 Ten Year Plan due to overhead entities now being included on the appropriate lines instead of being netted off

Capital Expenditure

Property Management		
Furniture renewal	Renewals	\$15,000
Vaughan Rd Depot plant renewal	Renewals	\$11,601
Civic Building renewal	Renewals	\$63,278
Property acquisition – Victoria St	LOS	\$1,000,000
Information Technology		
Core hardware – new	Growth	\$10,609
Core hardware – replacement	Renewals	\$410,684
Core software – replacement	Renewals	\$76,385
Corporate IT equipment replacements	Renewals	\$254,616
Information Management		
Software development	Renewals	\$265,225
Land Information Services		
GPS gear, range finder, LDIR	LOS	\$15,000
Orthophotography	Renewals	\$85,171
Total		\$2,207,569

Economic & Regulatory Services Group

Overview of Group

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

- Animal Control
- Building Services
- City Services operations
- Economic Development
- Environmental Planning implementation
- Environmental Planning policy
- Events and Venues
- Inspection
- Parking enforcement
- Rotorua Museum of Art & History
- Tourism

Economic and Regulatory Services Group activities include the council's role in natural resources management and regulation. These activities help us to plan for the future and make sure that everyone gets a fair deal, often balancing competing rights of individuals and groups to do different things.

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

The government has signalled its intent to make changes to the Resource Management Act (RMA).

These changes may affect how council manages the resource consent process and the review of the District Plan.

Also included in this group are tourism, museum, events & venues, and economic development.

Rotorua district has a thriving tourism industry contributing to a strong economy and supported by several other sectors. Group activities ensure that we maintain and grow the district's prosperity for the benefit of all.

Council is putting greater emphasis on growing Rotorua's economy and encouraging more visitors to the area.

Large budget variances explained

- Animal control has an increase in staffing with budget included for a poundkeeper.
- \$1 million has been included in the economic development budgets to fund a joint venture trans-Tasman marketing initiative with Air New Zealand.
- Rotorua Museum of Art & History renovations are nearing completion. When the museum officially opens in August, entry fees for non-residents are set to increase. Offsetting increased revenue is increased staffing requirements with 3.7 additional fulltime equivalent positions being recruited.
- External grants and subsidies have been reduced for Destination Rotorua Tourism Marketing from \$900,000 in 2010/11 to \$600,000 for 2011/12. Council does not expect to receive as much funding from Tourism NZ for joint Australian marketing.

Economic & Regulatory Services Group **cont.**

Projected cost of service for year ended 30 June 2012

Economic and Regulatory Group	Annual Plan 2010/11	Ten Year Plan 2011/12	Annual Plan 2011/12
	<i>\$ in thousands</i>		
OPERATING EXPENDITURE			
Animal Control	910	917	1,040
Building Control	2,215	2,310	2,109
C B D Service Operations	3,176	3,082	3,074
Destination Rotorua Economic Development	1,263	1,645	2,144
Planning Implementation	2,207	2,286	1,785
Planning Policy	1,659	1,377	1,584
Events & Venues	6,620	7,167	6,654
Inspection	1,480	1,519	1,094
Parking Enforcement	956	997	1,033
Rotorua Museum of Art And History	3,152	4,130	3,953
Tourism	6,113	4,708	5,700
Total Operating Expenditure	29,751	30,138	30,170
Less Revenue for Operations			
Animal Control	580	597	633
Building Control	1,930	1,972	1,891
C B D Service Operations	1,545	1,591	1,545
Destination Rotorua Economic Development	1,051	1,528	1,997
Planning Implementation	235	350	344
Planning Policy	11	11	11
Events & Venues	3,605	3,557	3,869
Inspection	397	408	403
Parking Enforcement	1,731	1,576	1,802
Rotorua Museum of Art And History	1,183	1,362	1,526
Tourism	5,412	4,321	5,058
Total Operating Revenue *	17,680	17,273	19,076
Net Cost of Service	12,071	12,865	11,093
<i>* Excludes any capital revenue</i>			
Total Operating Expenditure funded by:			
General Rates	9,989	9,705	8,785
Fees & Charges	11,780	12,062	12,882
Investment Income	60	60	60
Subsidies & Grants	1,165	277	777
Targeted Rates	4,673	4,876	5,358
Self Funding/Reserve movements	-	337	-
Depreciation not funded	2,084	2,821	2,308
Total Operating Expenditure	29,751	30,138	30,170
CAPITAL EXPENDITURE			
C B D Service Operations	82	89	116
Destination Rotorua Economic Development			1,800
Convention Centre	1,939	107	328
Energy Events Centre	35	161	141
Events & Community Programmes	9	-	-
International Stadium	22	178	34
Te Runanga Tea House	-	9	-
Rotorua Museum of Art And History	10,104	150	1,510
Inspection	-	30	-
Parking Enforcement	72	-	-
Tourism	40	-	49
Total Capital Expenditure	12,304	724	3,978
Total Capital Expenditure funded by:			
Funding from Depreciation (Rates)	752	716	729
Loans from/(to) Corporate Fund	4,830	8	2,203
Capital Grants	6,722	-	1,046
Development Contributions	-	-	-
Reserves Net	-	-	-
Asset Sales	-	-	-
Total Capital Expenditure	12,304	724	3,978

Economic & Regulatory Services Group **cont.**

Animal Control

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> By providing safe public places free from uncontrolled dogs and wandering stock.
Environment	<ul style="list-style-type: none"> By facilitating the use and enjoyment of the natural environment without threat of uncontrolled dogs.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Provide a dog registration service.	% of known dogs registered by 30 June (measured by monitoring and auditing of registration data).	> 97.5%	> 97.5%
Ensure dog complaints are actioned.	% of complaints responded to within 1½ working days (measured by monitoring and auditing of complaints register).	100%	100%
Ensure stock complaints are actioned.	% of complaints about wandering stock responded to immediately (measured by monitoring and auditing of complaints register).	100%	100%

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	456	450	502
Direct Costs	221	244	199
Financial Costs	1	2	1
Depreciation	6	3	4
Group Recovery Costs	44	45	143
Support Costs	183	173	191
Total Costs	911	917	1,040
Operating Income and Recoveries			
Fees & Charges	(580)	(597)	(633)
Total Operating Income and Recoveries	(580)	(597)	(633)
Net Operating Costs	331	320	407
Net Cost of Service	331	320	407
Operational Funding			
Net Cost of Service of General Rate Activities	331	320	407
Less Depreciation of General Rate Activities	(6)	(3)	(4)
Operations Funded by General Rates	325	317	403

Capital Expenditure

There is no capital expenditure planned for this activity.

Economic & Regulatory Services Group **cont.**

Building Services

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> By ensuring buildings are safely constructed and maintained.
Environment	<ul style="list-style-type: none"> By ensuring heritage buildings are given due consideration during alterations.
Health	<ul style="list-style-type: none"> By ensuring dangerous and insanitary buildings are dealt with to mitigate or remove the danger or insanitary condition.
Prosperity	<ul style="list-style-type: none"> By ensuring consents are processed in a timely manner. By ensuring inspections are available within a reasonable timeframe.
Learning	<ul style="list-style-type: none"> By ensuring council provides information to the community on various acts and regulations.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Buildings are constructed and maintained so people can use them safely.	% of PIMs, building consents processed within 19 working days.	96%	96%
	% of inspections undertaken within 72 hours.	100%	100%
	Accredited system under the Building Act 2004 is maintained after bi-annual audits.	100%	100%
	% of buildings with Building Warrants of Fitness audited annually.	> 25%	> 25%
	% of complaints investigated within 72 hours.	100%	100%

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	1,050	1,154	1,082
Direct Costs	278	273	209
Financial Costs	1	1	1
Depreciation	9	-	7
Group Recovery Costs	277	281	124
Support Costs	632	631	687
Total Costs	2,247	2,340	2,110
Operating Income and Recoveries			
Internal Recoveries	(32)	(32)	-
Fees & Charges	(1,930)	(1,972)	(1,891)
Total Operating Income and Recoveries	(1,962)	(2,004)	(1,891)
Net Operating Costs	285	336	219
Net Cost of Service	285	336	219

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operational Funding			
Net Cost of Service of General Rate Activities	285	336	219
Less Depreciation of General Rate Activities	(9)	-	(7)
Operations Funded by General Rates	276	336	212

Capital Expenditure

There is no capital expenditure planned for this activity.

Economic & Regulatory Services Group **cont.**

City Services operations

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> By providing safe public places, buildings, and streets. By providing and managing a crime prevention camera network. By ensuring a very high standard of cleaning and maintenance in the areas administered.
Environment	<ul style="list-style-type: none"> By removing tagging by 7.30 am daily. By maintaining public conveniences to a very high standard of upkeep and cleanliness. By ensuring the central city area is always clean and tidy.
Facilities & Services	<ul style="list-style-type: none"> By ensuring ease of getting from place to place. By providing a good quality infrastructure for now and the future.
Happening	<ul style="list-style-type: none"> By providing well managed and organised events. By ensuring activity in the City Focus and central business district is encouraged, adds flavour, and enhances Rotorua's character and reputation.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Provide a high standard of CBD cleaning and maintenance.	% of residents that are satisfied with appearance and cleanliness of CBD (as measured by periodic survey).	70%	95%
Car parking availability in CBD is managed to the satisfaction of users.	% satisfied with parking in the CBD (as measured by periodic survey).	60%	70%
Provision of public toilets in the CBD that meets the expectation of users.	% satisfied with public toilets (as measured by periodic survey).	55%	60%
Facilitating events at the city centre which contribute to the vibrancy of the city.	Number of events held in the city centre annually.	> 300 events	> 350 events .

Economic & Regulatory Services Group **cont.**

City Services operations **cont.**

Activity Statement

	Annual Plan \$ in thousands 2010/2011	Ten Year Annual Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	344	362	324
Direct Costs	2,156	2,092	2,150
Financial Costs	68	71	66
Depreciation	285	268	268
Group Recovery Costs	4	2	29
Support Costs	326	296	244
Total Costs	3,183	3,091	3,081
Operating Income and Recoveries			
Internal Recoveries	(7)	(7)	(7)
Fees & Charges	(1,545)	(1,591)	(1,545)
Total Operating Income and Recoveries	(1,552)	(1,598)	(1,552)
Net Operating Costs	1,631	1,493	1,529
Net Cost of Service	1,631	1,493	1,529
Capital Costs			
Renewals	82	89	116
Total Capital	82	89	116

	Annual Plan \$ in thousands 2010/2011	Ten Year Annual Plan 2011/2012	Annual Plan 2011/2012
Operational Funding			
Net Cost of Service of General Rate Activities	1,631	1,493	1,529
Less Depreciation of General Rate Activities	(285)	(268)	(268)
Depreciation Funded by General Rates	82	89	116
Operations Funded by General Rates	1,428	1,314	1,377
Capital Funding			
Funding from Depreciation (Rates)	82	89	116
Total Capital	82	89	116

Capital Expenditure

City Focus capital purchases	Renewals	\$3,819
Parking meter acquisition	Renewals	\$31,827
Security CCTV cameras	Renewals	\$80,622
Total		\$115,638

Economic Development

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> By working with Police and assisting with a retail crime prevention strategy for retailers, and developing CBD potential.
Environment	<ul style="list-style-type: none"> By close involvement with the Sustainable Business Network in promoting sustainable business practices.
Health	<ul style="list-style-type: none"> By working closely with the Lakes District Health Board to attract medical staff to our region by supplying marketing collateral and other promotional aids. Assisting to promote sport and recreation to the community. Assisting agencies and council in development of programmes/collateral to encourage healthy activities and community well-being.
Prosperity	<ul style="list-style-type: none"> By working closely with the business community to assist in attracting government funding. By working with local government agencies, employers and community groups to assist migrants with matching employment skill base requests. By assisting with the supply of relevant and accurate information. By developing the Film Volcanic initiative.

Economic & Regulatory Services Group **cont.**

Economic Development **cont.**

Community outcomes **cont.**

Community Outcome	How the Council contributes
Facilities & Services	<ul style="list-style-type: none"> By providing settlement support for new migrants.
Maori Culture	<ul style="list-style-type: none"> By promoting the use of Maori language in our daily activities by actively supporting the 'Kia Ora' campaign. By working closely with Maori on the CBD project. By promotion of cultural values to new migrants via workshops and guides.
Learning	<ul style="list-style-type: none"> By supporting the Employment Skills Project as well as Enterprise Training and Business Mentors programmes.
Happening	<ul style="list-style-type: none"> By taking a lead role with the Shop Rotorua contract and CBD revitalisation. By encouraging migrant community participation.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Market Rotorua nationally and internationally as a great place to live, work, learn, invest and do business.	Number of website visits per month	Maintain at 20,000	Maintain at 20,000
	% of business and relocation enquiries responded to within 3 working days	> 95%	> 95%
	Number of new Rotorua specific business enquiries; and film and commercial enquiries generated pa	100	100
		30	30
	Amount of government and private sector funding attracted to assist in implementing the economic development strategy	\$50,000	\$50,000
	Number of businesses involved in the Rotorua Employment Skills Programme	250	250
Number of students involved in the YES (Young Enterprise Scheme)	50	50	

Economic & Regulatory Services Group **cont.**

Economic Development **cont.**

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	345	355	254
Direct Costs	564	589	1,665
Financial Costs	127	490	2
Depreciation	17	9	19
Group Recovery Costs	48	55	70
Support Costs	162	148	135
Total Costs	1,263	1,646	2,145
Operating Income and Recoveries			
Fees & Charges	(6)	(6)	(306)
Subsidies & Grants	(265)	(277)	(177)
Targeted Rates (Operating)	(780)	(1,246)	(1,514)
Total Operating Income and Recoveries	(1,051)	(1,529)	(1,997)
Net Operating Costs	212	117	148
Capital Revenue	(11)	(20)	(11)
Total Capital Revenue	(11)	(20)	(11)
Net Cost of Service	201	97	137

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Capital Costs			
Growth	-	-	1,800
Total Capital	-	-	1,800
Operational Funding			
Net Cost of Service of General Rate Activities	201	97	137
Plus Capital Revenue	11	20	11
Less Depreciation of General Rate Activities	(17)	(9)	(19)
Operations Funded by General Rates	195	108	129
Capital Funding			
Loans from/(to) Corporate Fund	-	-	1,800
Total Capital	-	-	1,800
Capital Expenditure			
Grow Rotorua Development Fund	Growth		\$1,800,000
Total			\$1,800,000

Environmental Planning implementation

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> By the assessment of applications against planning framework that recognises the need to provide for safe homes, streets, and safe public spaces.
Environment	<ul style="list-style-type: none"> By the implementation of planning management controls to assist in improving the natural and physical environment, and in achieving environmental respect.
Health	<ul style="list-style-type: none"> By the implementation of an environmental planning framework that recognises of the need to provide for a healthy community, and to reflect this in policy decisions.
Prosperity	<ul style="list-style-type: none"> By the implementation of a planning framework that supports the local economy, recognises and provides for quality development, and celebrates and promotes the district's uniqueness.
Facilities & Services	<ul style="list-style-type: none"> By providing a well planned district with supporting infrastructure, facilities, and services that contribute to residents' and visitors' enjoyment of the district.
Maori Culture	<ul style="list-style-type: none"> By implementation of an environmental planning framework that accounts for Iwi aspirations, recognises the spiritual and cultural connection of Maori, and recognises and provides for this in consent decisions.
Learning	<ul style="list-style-type: none"> By the assessment of applications in a manner that supports increasing knowledge and awareness.
Happening	<ul style="list-style-type: none"> By providing an environmental planning framework that supports the hosting of activities and events, and that assists creativity in the environment.

Economic & Regulatory Services Group **cont.**

Environmental Planning implementation **cont.**

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Timely and consistent processing of resource consent applications.	% of land use consents processed within statutory timeframes.	> 92%	> 98%
	% of subdivision consents processed within statutory timeframes.	> 92%	> 98%
	% of 223/224 applications processed within statutory timeframes.	100%	100%
	% of other applications processed within statutory timeframes.	> 90%	> 90%
Appropriate community input sought for application with wide ranging environmental effects.	Monthly hearings matrix maintained and regular reporting to Planning and Bylaws committee.	100%	100%
High degree of probity in resource consent decision making.	Six monthly report of Hearing Commissioner appointments.	100%	100%
Monitoring of compliance with consent conditions for all consents granted.	Six monthly report to Planning and Bylaws Committee on compliance monitoring.	100%	100%
Prompt responses to complaints about planning and environmental issues.	All complaints responded to within 24 hours of receipt.	100%	100%
Facilitate Tangata Whenua input into decision making processes.	Maintenance of Iwi Consultative Committee Register.	100%	100%

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	780	820	661
Direct Costs	320	324	275
Financial Costs	-	1	-
Depreciation	7	1	3
Group Recovery Costs	630	696	482
Support Costs	470	455	369
Total Costs	2,207	2,297	1,790
Operating Income and Recoveries			
Internal Recoveries	-	(10)	(5)
Fees & Charges	(235)	(350)	(344)
Total Operating Income and Recoveries	(235)	(360)	(349)
Net Operating Costs	1,972	1,937	1,441
Net Cost of Service	1,972	1,937	1,441

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operational Funding			
Net Cost of Service of General Rate Activities	1,972	1,937	1,441
Less Depreciation of General Rate Activities	(7)	(1)	(3)
Operations Funded by General Rates	1,965	1,936	1,438

Capital Expenditure

There is no capital expenditure planned for this activity.

Economic & Regulatory Services Group **cont.**

Environmental Planning policy

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> By providing an environmental planning framework that recognises the need to provide for safe homes, streets, and safe public spaces.
Environment	<ul style="list-style-type: none"> By providing a primary land use planning tool that assists in achieving environmental respect, and providing planning management controls to assist in improving natural and physical environment.
Health	<ul style="list-style-type: none"> By providing an environmental planning framework that recognises the need to provide for a healthy community, and to reflect this in policy decisions.
Prosperity	<ul style="list-style-type: none"> By providing an environmental planning framework that is inclusive for Iwi aspirations, recognises the spiritual and cultural connection of Maori, and recognises and provides for this in policy decisions.
Facilities & Services	<ul style="list-style-type: none"> By providing an environmental planning framework that supports the local economy, recognises and provides for quality development, and celebrates and promotes the district's uniqueness.
Maori Culture	<ul style="list-style-type: none"> By providing a well planned district with supporting infrastructure, facilities, and services that contribute to residents' and visitors' enjoyment of the district.
Learning	<ul style="list-style-type: none"> By providing useful and relevant research about the district that is easily accessed by the community.
Happening	<ul style="list-style-type: none"> By providing an environmental planning framework that supports the hosting of activities and events, and that assists creativity in the environment.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Operative Rotorua district plan maintained and kept current.	Web based district plan kept current.	100%	100%
Status of district plan reported to Planning and Bylaws Committee.	Update report to Planning and Bylaws committee at each meeting.	100%	100%
Comprehensive review of operative district plan.	Notification of district plan review in 2009.	Submissions process completed December 2010	Environment Court appeals resolved no later than December 2012
Council initiated plan changes undertaken in response to topical issues, and processed to statutory requirements.	Plan changes reported to Planning and Bylaws committee and progressed within statutory time.	100%	100%
Advocating on behalf of the community on regional and national environmental policy matters.	Private plan changes reported to Planning and Bylaws committee and progressed within statutory time.	100%	100%
Monitor the state of the district's environment.	State of the Environment monitoring undertaken yearly.	100%	100%

Economic & Regulatory Services Group **cont.**

Environmental Planning policy **cont.**

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	584	551	739
Direct Costs	708	439	529
Financial Costs	-	1	-
Depreciation	5	-	2
Group Recovery Costs	124	160	70
Support Costs	239	228	244
Total Costs	1,660	1,379	1,584
Operating Income and Recoveries			
Fees & Charges	(11)	(11)	(11)
Total Operating Income and Recoveries	(11)	(11)	(11)
Net Operating Costs	1,649	1,368	1,573
Net Cost of Service	1,649	1,368	1,573

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operational Funding			
Net Cost of Service of General Rate Activities	1,649	1,368	1,573
Less Depreciation of General Rate Activities	(5)	-	(2)
Operations Funded by General Rates	1,644	1,368	1,571

Capital Expenditure

There is no capital expenditure planned for this activity.

Events and Venues

Community outcomes

Community Outcome	How the Council contributes
Health	<ul style="list-style-type: none"> ▪ By providing recreational opportunities for the community at sporting events and venues. ▪ By contributing to improved health status for residents using sporting venues. ▪ By providing effective responses to developing health issues, and developing partnerships to promote healthy living.
Prosperity	<ul style="list-style-type: none"> ▪ By high utilisation of the various RDC venues and the attraction of major events to Rotorua which encourages growth and promotes employment opportunities.
Facilities & Services	<ul style="list-style-type: none"> ▪ By providing Rotorua with a range of venues of national and international standard. ▪ By providing a range of venues for both major events and community use.
Happening	<ul style="list-style-type: none"> ▪ By attracting/hosting events including sporting, cultural festivals, arts, leading edge activity events, celebrating and nurturing traditional Maori culture and fostering artistic expression in art, music, dancing, public performance and exhibitions.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Excellent well maintained and well used venues.	Number of Rotorua residents who use an Events and Venues facility during the year.	80%	80%
	% of users satisfied with the level of service.	80%	85%
	% of repeat bookings from commercial clients within a three year period.	50%	50%

Economic & Regulatory Services Group **cont.**

Events and Venues **cont.**

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Encourage and promote a wide range of events and conferences with high levels of participation that add to the appeal of Rotorua for its citizens and visitors.	% of hirers are from community groups.	40%	40%
	% increase due to growth in relation to participation levels.	3%	3%
	Number of conferences each year.	> 25	> 34
	Number of delegates attending each year.	> 11,000	> 11,000

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	1,481	1,429	1,523
Direct Costs	2,085	2,477	2,449
Financial Costs	474	614	486
Depreciation	1,946	2,014	1,669
Group Recovery Costs	2,188	1,677	2,136
Support Costs	554	521	465
Total Costs	8,728	8,732	8,728
Operating Income and Recoveries			
Internal Recoveries	(2,109)	(1,565)	(2,073)
Fees & Charges	(2,117)	(1,924)	(2,220)
Targeted Rates (Operating)	(1,489)	(1,633)	(1,619)
Other Income	-	-	(30)
Total Operating Income and Recoveries	(5,715)	(5,122)	(5,942)
Net Operating Costs	3,013	3,610	2,786
Capital Revenue	(1,105)	(604)	(1,025)
Total Capital Revenue	(1,105)	(604)	(1,025)
Net Cost of Service	1,908	3,006	1,761

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Capital Costs			
Renewals	420	456	503
Growth	3	-	-
Backlog	9	-	-
Level of Service	1,574	-	-
Total Capital	2,006	456	503

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operational Funding			
Net Cost of Service of General Rate Activities	1,908	3,006	1,761
Plus Capital Revenue	770	220	785
Less Depreciation of General Rate Activities	(1,946)	(2,014)	(1,669)
Depreciation Funded by General Rates	420	456	503
Self Funding/DC Reserve Movements	335	47	240
Operations Funded by General Rates	1,487	1,715	1,620
Capital Funding			
Funding from Depreciation (Rates)	420	456	503
Loans from/(to) Corporate Fund	1,068	-	-
Capital Grants	517	-	-
Total Capital	2,005	456	503

Capital Expenditure

Convention Centre asset replacement – audio visual, curtain, office equipment, furniture, kitchen bar and shelving	Renewals	\$328,412
Energy Events Centre asset replacement – lobby door running gear, floor grilles, security alarm, Sportsdrome sound equipment, floor covering and roof	Renewals	\$141,047
International Stadium asset replacement	Renewals	\$33,524
Total		\$502,983

Economic & Regulatory Services Group **cont.**

Inspection

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> By ensuring safe public places. By minimising risks from nuisances and offensive behaviour.
Environment	<ul style="list-style-type: none"> By protecting and preserving the environment.
Health	<ul style="list-style-type: none"> By protecting and preserving public health. By providing effective responses to developing health issues.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Environmental Health – Promotion and conservation of public health by inspection and registration of food premises, hairdressers and camping grounds, investigation/resolution of noise and health nuisances/ complaints.	% of health complaints responded to within 1.5 working days.	100%	100%
	% of food premises registered.	100%	100%
	% of noise complaints responded to within 2 hours.	100%	100%
District Licensing Agency – Inspection of licensed premises to ensure compliance with licence conditions and Sale of Liquor Act.	% of licensed premises inspected under Sale of Liquor Act at least once every 12 months.	100%	100%
General – Investigation/resolution of complaints/nuisances.	% of general complaints responded to within 1 working day.	100%	100%
	% of litter complaints responded to within 1 working day.	100%	100%
Geothermal – Investigation/resolution of complaints about geothermal issues and provision of gas level testing service. Ensuring compliance with provisions of Geothermal Safety Bylaw.	% of geothermal gas complaints responded to within 1 working day.	100%	100%
Hazardous Substances – Ensuring compliance with provisions of hazardous substances legislation and regulations in private dwellings and public places.	% of hazardous substance complaints responded to within 1 working day.	100%	100%

Economic & Regulatory Services Group **cont.**

Inspection **cont.**

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	946	970	1,012
Direct Costs	410	439	290
Financial Costs	1	1	1
Depreciation	6	2	5
Group Recovery Costs	364	369	143
Support Costs	710	692	491
Total Costs	2,437	2,473	1,942
Operating Income and Recoveries			
Internal Recoveries	(957)	(955)	(847)
Fees & Charges	(397)	(408)	(403)
Total Operating Income and Recoveries	(1,354)	(1,363)	(1,250)
Net Operating Costs	1,083	1,110	692
Net Cost of Service	1,083	1,110	692
Capital Costs			
Renewals	-	30	-
Total Capital	-	30	-

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operational Funding			
Net Cost of Service of General Rate Activities	1,083	1,110	692
Less Depreciation of General Rate Activities	(6)	(2)	(5)
Depreciation Funded by General Rates	-	30	-
Operations Funded by General Rates	1,077	1,138	687
Capital Funding			
Funding from Depreciation (Rates)	-	30	-
Total Capital	-	30	-

Parking enforcement

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> ▪ By enforcing the parking regime and ensuring that vehicles are roadworthy.
Prosperity	<ul style="list-style-type: none"> ▪ By encouraging more businesses to invest in the area due to the availability of parking for customers and workers alike.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Ensure CBD retailing is provided with a regular turnover of parking spaces for potential customers.	% average parking availability (1 in 7 spaces available between 10am and 3pm as measured by periodic survey*).	15%	15%
Ensure parking restrictions are enforced.	Number of days enforcement is undertaken.	5.5 days/week	5.5 days/week

* a number of blocks are surveyed each year in response to feedback from parking enforcement officers or queries from retailers and shoppers

Economic & Regulatory Services Group **cont.**

Parking enforcement **cont.**

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	347	362	348
Direct Costs	417	429	395
Financial Costs	1	1	1
Depreciation	13	12	6
Group Recovery Costs	62	62	143
Support Costs	116	130	140
Total Costs	956	996	1,033
Operating Income and Recoveries			
Fees & Charges	(1,731)	(1,576)	(1,802)
Total Operating Income and Recoveries	(1,731)	(1,576)	(1,802)
Net Operating Costs	(775)	(580)	(769)
Net Cost of Service	(775)	(580)	(769)
Capital Costs			
Renewals	72	-	-
Total Capital	72	-	-

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operational Funding			
Net Cost of Service of General Rate Activities	(775)	(580)	(769)
Plus Capital Revenue	-	-	-
Less Depreciation of General Rate Activities	(13)	(12)	(6)
Depreciation Funded by General Rates	72	-	-
Operations Funded by General Rates	(716)	(592)	(775)
Capital Funding			
Funding from Depreciation (Rates)	72	-	-
Total Capital	72	-	-

Rotorua Museum of Art & History

Community outcomes

Community Outcome	How the Council contributes
Maori Culture	<ul style="list-style-type: none"> By preservation and sustainable development of Maori resources.
Learning	<ul style="list-style-type: none"> By providing learning activities accessible for everyone. By providing quality educational institutions.
Happening	<ul style="list-style-type: none"> By providing great facilities to visit. By fostering artistic expression, art, music, dance, public performances and exhibitions.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
An outstanding museum experience, open seven days a week and free to local residents of Rotorua.	% of households in Rotorua that visit the museum each year.	55%	60%
	% of local residents very/fairly satisfied with the museum and its services	75% with an increasing trend corresponding with future capital development of the museum	80% with an increasing trend corresponding with future capital development of the museum
Collect, preserve, catalogue and conserve the community's cultural heritage.	Number of collections and items.	7	7

Economic & Regulatory Services Group **cont.**

Rotorua Museum of Art & History **cont.**

Measuring our achievements **cont.**

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Interpret and display the art, culture and stories of Rotorua and Te Arawa via a number of permanent exhibitions.	Number of permanent exhibition galleries.	7	7
Provide a range of educational levels including primary, secondary, tertiary and adult learning.	Number of public programmes (workshops/lectures) per year.	15	20
	Number of students each year participating in the LEOTC programme (curriculum based learning).	12,000	12,000
Provide a range of unique exhibitions from other parts of New Zealand.	Number of touring exhibitions.	10	20
	Number of language based navigational maps so museum visitors can self-guide around the museum.	14	14
	Number of guided tours per day.	7	7

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	1,097	1,117	1,263
Direct Costs	1,043	1,332	1,183
Financial Costs	148	143	185
Depreciation	456	1,157	960
Group Recovery Costs	61	70	61
Support Costs	348	315	301
Total Costs	3,153	4,134	3,953
Operating Income and Recoveries			
Internal Recoveries	-	(3)	-
Fees & Charges	(1,183)	(1,362)	(1,526)
Total Operating Income and Recoveries	(1,183)	(1,365)	(1,526)
Net Operating Costs	1,970	2,769	2,427
Capital Revenue	(3,916)	(256)	(5,285)
Total Capital Revenue	(3,916)	(256)	(5,285)
Net Cost of Service	(1,946)	2,513	(2,858)
Capital Costs			
Renewals	190	142	101
Growth	8	8	8
Backlog	1,600	-	-
Level of Service	8,305	-	1,400
Total Capital	10,103	150	1,509

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operational Funding			
Net Cost of Service of General Rate Activities	(1,946)	2,513	(2,858)
Plus Capital Revenue	3,916	256	5,285
Less Depreciation of General Rate Activities	(456)	(1,157)	(960)
Depreciation Funded by General Rates	190	142	101
Operations Funded by General Rates	1,704	1,754	1,568
Capital Funding			
Funding from Depreciation (Rates)	178	142	101
Loans from/(to) Corporate Fund	3,722	8	363
Capital Grants	6,205	-	1,046
Total Capital	10,105	150	1,510

Capital Expenditure

Collection development	Growth	\$8,487
Rotorua Museum Centennial Development Stage 3	LOS	\$1,400,042
Asset replacements	Renewals	\$101,000
Total		\$1,509,529

Economic & Regulatory Services Group **cont.**

Tourism

Community outcomes

Community Outcome	How the Council contributes
Environment	<ul style="list-style-type: none"> By helping to protect a range of natural resources in the district. By encouraging people to use and enjoy our natural environment.
Prosperity	<ul style="list-style-type: none"> By promoting our district's unique qualities to encourage more people to visit, to stay longer and spend more. By ensuring Rotorua is renowned for tourism; a vibrant tourism sector provides more employment opportunities for locals.
Maori Culture	<ul style="list-style-type: none"> By fostering Maori cultural activities and expression. By encouraging a community that recognises the value of partnerships, including the Treaty of Waitangi.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Destination Marketing			
Market Rotorua as a preferred destination for leisure, conference/ incentive and events visitors of both international and domestic origin.	Contribute to the number, the length of stay and the average spend of visitors to Rotorua.	1.7 million visitors	1.7 million visitors
		> 2.3 average nights	> 2.3 average nights
		> \$120 spend per person/day	> \$120 spend per person/day
Encourage the Rotorua tourism industry to deliver on the promise of Manaakitanga (provision of exceptional hospitality) to the visitor experience.	Average visitor satisfaction rating of Rotorua experience as measured by the Rotorua Regional Visitor Monitor.	8 out of 10 score achieved	8 out of 10 score achieved
Encourage the uptake of sustainability within the tourism industry.	% of businesses advertising in the Rotorua Visitor Guide that are associated with the Rotorua Sustainable Tourism Charter, Qualmark or Green Globe.	80%	80%
Rotorua Travel Office			
Booking services are provided to visitors to Rotorua to encourage extended length of stay and visitor spend.	Amount of commissions revenue generated by Travel Office.	\$1.5 million	\$1.8 million (Rugby World Cup year)
	% of satisfaction of industry members of the Tourism Advisory Board with the booking services provided by the Travel Office.	Review against benchmark as set in 2008/09	Review against benchmark as set in 2008/09
Provide an accessible, informative and friendly point of contact to visitors to Rotorua.	% of customers satisfied or very satisfied as per annual customer survey.	80%	80%
Provide Conference and Group services.	% of clients satisfied or very satisfied with levels of service.	80%	80%

Economic & Regulatory Services Group **cont.**

Tourism **cont.**

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	1,766	1,784	1,827
Direct Costs	3,602	2,245	3,105
Financial Costs	92	96	91
Depreciation	100	71	95
Group Recovery Costs	36	31	116
Support Costs	556	518	503
Total Costs	6,152	4,745	5,737
Operating Income and Recoveries			
Internal Recoveries	(38)	(38)	(38)
Fees & Charges	(2,048)	(2,264)	(2,173)
Investment Income	(60)	(60)	(60)
Subsidies & Grants	(900)	-	(600)
Targeted Rates (Operating)	(2,404)	(1,997)	(2,225)
Total Operating Income and Recoveries	(5,450)	(4,359)	(5,096)
Net Operating Costs	702	386	641
Net Cost of Service	702	386	641
Capital Costs			
Renewals	-	-	9
Backlog	40	-	40
Total Capital	40	-	49
Operational Funding			
Net Cost of Service of General Rate Activities	702	386	641
Less Depreciation of General Rate Activities	(100)	(71)	(95)
Depreciation Funded by General Rates	-	-	9
Operations Funded by General Rates	602	315	555
Capital Funding			
Funding from Depreciation (Rates)	-	-	9
Loans from/(to) Corporate Fund	40	-	40
Total Capital	40	-	49

Capital Expenditure

Tourism Rotorua Travel and Information building and plant renewal	Renewals	\$9,007
Web Base Traits Software	Backlog	\$40,314
Total		\$49,321

Infrastructure Services Group

Overview of Group

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

- Aquatic facilities
- Infrastructural planning and compliance
- Public gardens and open spaces
- Rotorua airport
- Stormwater and land drainage
- Transport
- Waste management
- Wastewater
- Water supplies

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

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

Large budget variances explained

- Lake Road 4-laning has been set at \$6 million for 2011/12, which is part of the total project cost expected to be \$10.9 million over two years.
- \$211,000 has been removed from the capital expenditure budget for improvements to the Rotorua Hospital entrance.
- Sewerage scheme development continues to occur to protect lake water quality. Works are proposed on the Hamurana/Awahou wastewater scheme, Gisborne Point/Hinehopu wastewater scheme, Rotoma wastewater scheme, and Okere/Otaramarae/Whangamarino wastewater scheme.
- Capital expenditure proposed for the upgrade of the aquatic centre has been deferred for a year. A sum of \$264,000 has been retained to begin the preliminary concept plans, consultation and design work.
- Major capital projects in the public gardens/open spaces area have been deferred. These include lakefront redevelopment (\$8 million), Boord Park development (\$450,000), walkway development and Government Gardens lighting now spread over two years.
- Proposed airport capital expenditure reduced from \$1.9 million proposed in Year 3 of the Ten Year Plan to \$793,000.
- \$4 million of general rate funding has been included in the airport asset account to pay interest.
- A new targeted rate of \$2 million has been included in Stormwater and Land Drainage.

Infrastructure Services Group **cont.**

Projected cost of service for year ended 30 June 2012

Infrastructure Services Group	Annual Plan	Ten Year Plan	Annual Plan
\$ in thousands	2010/11	2011/12	2011/12
OPERATING EXPENDITURE			
Aquatic Facilities	3,189	3,161	3,177
Engineering Support	212	219	216
Infrastructural Planning & Compliance	664	684	554
Public Gardens & Open Spaces	11,294	11,200	11,065
Rotorua Regional Airport	4,423	4,282	5,086
Roading & Transport	15,300	17,409	14,977
Stormwater & Land Drainage	2,969	3,017	4,236
Waste Management	8,178	8,038	7,316
Wastewater Schemes	10,621	11,472	11,059
Water Supplies	7,117	6,750	8,062
HYDRUS	(287)	78	(381)
Total Operating Expenditure	63,680	66,310	65,367
Less Revenue for Operations			
Aquatic Facilities	1,156	1,334	1,157
Engineering Support	212	218	216
Infrastructural Planning & Compliance	664	684	554
Public Gardens & Open Spaces	1,564	1,861	2,477
Rotorua Regional Airport	1,367	4,082	768
Roading & Transport **	12,694	13,009	12,904
Stormwater & Land Drainage	109	138	2,112
Waste Management	6,672	7,045	6,924
Wastewater Schemes	11,144	11,110	10,638
Water Supplies	6,972	7,453	7,297
HYDRUS	-	-	200
Total Operating Revenue *	42,554	46,934	45,246
Net Cost of Service	21,126	19,376	20,121

* Excludes any capital revenue

** In the Annual Plan 2010/11 the Roothing and Transport revenue in the above table included \$6.5 million of capital revenue in error, however this was not included in the calculation of rates required

Total Operating Expenditure funded by:

General Rates	13,571	15,095	14,572
Fees & Charges	9,677	12,671	10,596
Investment Income	884	208	843
Subsidies & Grants	3,818	3,930	3,679
Targeted Rates	28,127	29,737	30,128
Self Funding/Reserve movements	194	(6,589)	(4,822)
Depreciation not funded	7,409	11,257	10,371
Total Operating Expenditure	63,680	66,310	65,367

Infrastructure Services Group **cont.**

Projected cost of service for year ended 30 June 2012 **cont.**

Infrastructure Services Group	Annual Plan 2010/11	Ten Year Plan 2011/12	Annual Plan 2011/12
<i>\$ in thousands</i>			
CAPITAL EXPENDITURE			
Aquatic Facilities	176	627	361
Laboratory	4	15	15
Engineering Services			20
Cemeteries/Crematorium	400	58	4
Public Gardens & General Reserves	925	9,819	1,853
Transport (Subsidised)	12,515	8,093	12,018
Transport (Unsubsidised) & Works Overheads	1,791	2,792	1,993
Land Drainage	1,173	1,049	1,049
Landfill	3,359	7,426	1,193
Waste Management	1,000	-	1,000
Rotorua Regional Airport	5,147	623	793
Eastern Sewerage Scheme	5,569	4,882	3,200
Waste Water Rural	8,063	10,111	8,550
Waste Water Urban	11,593	4,930	5,974
Hamurana Water	34	9	9
Kaharoa Water	-	-	-
Mamaku Water	362	18	70
Reporoa Water	627	-	45
Rotoiti Water	-	7	7
Urban Water	3,901	3,564	2,501
Water Investigations & Overheads	31	32	20
Total Capital Expenditure	56,670	54,055	40,675
Total Capital Expenditure funded by:			
Funding from Depreciation (Rates)	3,794	4,380	4,092
Loans from/(to) Corporate Fund	4,264	12,297	4,833
Capital Grants	13,322	11,437	12,002
Development Contributions	5,287	4,144	5,018
Reserves Net	30,004	21,797	14,730
Asset Sales	-	-	-
Total Capital Expenditure	56,670	54,055	40,675

Infrastructure Services Group **cont.**

Aquatic facilities

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> By providing a safe public space for families and whanau to work, play and talk together By providing opportunities to learn personal and community safety skills
Health	<ul style="list-style-type: none"> By giving everyone the opportunity to participate in sport and physical activity By encouraging the community to live healthy and active lifestyles
Happening	<ul style="list-style-type: none"> By providing a variety of fun and accessible activities and events By providing pools for competitive swimming, underwater hockey and water polo

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
To provide fun, safe and affordable swimming pools for competitive sports, casual recreation and health and fitness training.	% of households used/visiting the Rotorua Aquatic Centre in a year.	68%	68%
	Number of visits and net operating cost of providing the service.	330,000 visits at <\$4.85 per visit	330,000 visits at <\$4.85 per visit
	% of users/visitors who are very/fairly satisfied with the level of service.	90% with an increasing trend corresponding with future capital development of the facilities	90% with an increasing trend corresponding with future capital development of the facilities
	Pools are safe and well supervised and PoolSafe accreditation achieved.	100%	100%
Provide innovative targeted programmes to raise activity levels.	% of children in Rotorua who have completed Unison Lake Safety Programmes by the time they reach high school ending 2016/2017.	30%	40%
	Number of people who are members of the Cardio gym.	350	350
	Number of people participating in recreation programmes.	1,400	1,600
	Number of individuals participating in Learn to Swim School programmes.	40,000	40,000

Infrastructure Services Group **cont.**

Aquatic facilities **cont.**

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	1,364	1,444	1,353
Direct Costs	982	964	962
Financial Costs	110	127	111
Depreciation	338	292	339
Group Recovery Costs	93	54	86
Support Costs	316	301	347
Total Costs	3,203	3,182	3,198
Operating Income and Recoveries			
Internal Recoveries	(14)	(20)	(20)
Fees & Charges	(1,136)	(1,298)	(1,135)
Investment Income	(14)	(29)	(16)
Subsidies & Grants	(6)	(7)	(6)
Total Operating Income and Recoveries	(1,170)	(1,354)	(1,177)
Net Operating Costs	2,033	1,828	2,021
Capital Revenue	(170)	(240)	(48)
Total Capital Revenue	(170)	(240)	(48)
Net Cost of Service	1,863	1,588	1,973
Capital Costs			
Renewals	145	96	96
Growth	9	163	81
Backlog	21	368	184
Total Capital	175	627	361

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operational Funding			
Net Cost of Service of General Rate Activities	1,863	1,588	1,973
Plus Capital Revenue	170	240	48
Less Depreciation of General Rate Activities	(338)	(292)	(339)
Depreciation Funded by General Rates	145	96	96
Operations Funded by General Rates	1,840	1,632	1,778
Capital Funding			
Funding from Depreciation (Rates)	145	96	96
Loans from/(to) Corporate Fund	21	368	184
Development Contributions	9	163	81
Total Capital	175	627	361

Capital Expenditure

Aquatic Centre renewals	Renewals	\$95,607
Aquatic Centre upgrade	Backlog	\$185,658
	Growth	\$79,568
Total		\$360,833

Infrastructural planning and compliance

Community outcomes

Community Outcome	How the Council contributes
Environment	<ul style="list-style-type: none"> ▪ By looking after our air, land and water resources. ▪ By contribution to waste reduction.
Prosperity	<ul style="list-style-type: none"> ▪ By supporting and encouraging development and growth. ▪ By facilitating the provision of good quality, efficient community infrastructure. ▪ By facilitating the efficient and effective use of the road services corridor.
Facilities & Services	<ul style="list-style-type: none"> ▪ By facilitating the transfer of satisfactory, safe, maintained services and roads from developers to Council. ▪ By providing good quality infrastructure for the future.

Infrastructure Services Group **cont.**

Infrastructural planning and compliance **cont.**

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
To provide Integrated Risk Management to the organisation.	Number of activities reviewed in accordance with Integrated Risk Management process.	4 low level reviews	5 high level reviews, 4 low level reviews
Provision of laboratory services and test results in accordance with IAANZ standards.	Maintain IAANZ accreditation.	100%	100%
Manage and control the community's wastewater discharges.	% of premises that have a conditional trade waste consent or stormwater licence inspected each year for compliance.	40%	40%
	All high risk premises monitored for compliance with their trade waste consent or stormwater licence conditions each year.	100%	100%
	% of pollution control complaints responded to within two hours.	90%	95%

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	4,658	4,799	4,794
Direct Costs	1,011	1,064	913
Financial Costs	8	-	6
Depreciation	104	16	69
Group Recovery Costs	1,211	1,383	720
Support Costs	1,779	1,683	1,722
Total Costs	8,771	8,945	8,224
Operating Income and Recoveries			
Internal Recoveries	(8,183)	(7,964)	(7,833)
Fees & Charges	(876)	(902)	(970)
Total Operating Income and Recoveries	(9,059)	(8,866)	(8,803)
Net Operating Costs	(288)	79	(579)
Net Cost of Service	(288)	79	(579)
Capital Costs			
Renewals	4	15	15
Level of Service	-	-	20
Total Capital	4	15	35

Note 1: Figures include Infrastructural Planning & Compliance, Engineering Support and Hydrus

Note 2: The Ten Year Plan figures vary to the 2009-19 Ten Year Plan due to overhead entities now being included on the appropriate lines instead of being netted off

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operational Funding			
Net Cost of Service of General Rate Activities	(288)	79	(579)
Less Depreciation of General Rate Activities	(104)	(16)	(69)
Depreciation Funded by General Rates	4	15	15
Operations Funded by General Rates	(388)	78	(633)
Capital Funding			
Funding from Depreciation (Rates)	4	15	15
Loans from/(to) Corporate Fund	-	-	20
Total Capital	4	15	35

Capital Expenditure

Engineering Services – high speed broadband	LOS	\$20,000
Laboratory – plant renewals	Renewals	\$14,853
Total		\$34,853

Infrastructure Services Group **cont.**

Public gardens and open spaces

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> By ensuring our parks, reserves and open spaces are safe, welcoming areas for the community to gather and interact in. By planning facilities and structures in accordance to Crime Prevention Through Environmental Design (CPTED) principles. By meeting a range of community burial and cremation needs.
Environment	<ul style="list-style-type: none"> Through the principle of Kaitiakitanga (guardianship), managing and protecting our natural resources.
Health	<ul style="list-style-type: none"> By providing areas for people to engage in healthy activities.
Facilities & Services	<ul style="list-style-type: none"> Through the provision of facilities, reserves and services to a high quality that are affordable, well maintained and managed.
Happening	<ul style="list-style-type: none"> By providing the opportunity for a range of active and passive recreational and leisure opportunities and events.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Open Spaces			
Enhance the aesthetic look of Rotorua in terms of quality plantings, bedding displays, interpretation and design.	% of residents very/fairly satisfied with level of service.	90%	90%
Provide a network of parks, open spaces and wetlands that meet community and environmental needs (environmental sensitivity awareness).	Amount of reserve per 1000 population.	12 ha/1000 people	12 ha/1000 people
Provide a variety of recreation opportunities and facilities in parks.	% of children's play areas within 500m of dwellings in the urban area.	90%	95%
	Kilometres of walkways provided in the district.	45 kilometres	65 kilometres
Provide and maintain sports fields for local, regional, national competitions, and participation.	% of residents very/fairly satisfied with the level of service as measured by community satisfaction survey.	88%	85%
Cemeteries/Crematorium			
Ensure that culturally sensitive, well designed, conveniently located cemeteries and cremation facilities are available in Rotorua district.	Provision of sufficient long term burial plots in Rotorua district main cemetery (shown as the number of years of developed plots).	2-3 years supply	1-2 years supply
	Provision of sufficient daily cremator capacity.	6/day	6/day

Infrastructure Services Group **cont.**

Public gardens and open spaces **cont.**

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	1,655	1,628	1,296
Direct Costs	7,224	7,552	7,103
Financial Costs	988	1,217	976
Depreciation	1,445	1,076	1,407
Group Recovery Costs	1,546	985	1,359
Support Costs	885	850	769
Total Costs	13,743	13,308	12,910
Operating Income and Recoveries			
Internal Recoveries	(2,449)	(2,109)	(1,845)
Fees & Charges	(1,479)	(1,866)	(2,245)
Investment Income	(85)	5	(131)
Other Income	-	-	(100)
Total Operating Income and Recoveries	(4,013)	(3,970)	(4,321)
Net Operating Costs	9,730	9,338	8,589
Capital Revenue	(821)	(913)	(677)
Total Capital Revenue	(821)	(913)	(677)
Net Cost of Service	8,909	8,425	7,912
Capital Costs			
Renewals	733	894	674
Growth	76	229	90
Backlog	32	-	32
Level of Service	485	8,754	1,062
Total Capital	1,326	9,877	1,858
Operational Funding			
Net Cost of Service of General Rate Activities	8,909	8,425	7,912
Plus Capital Revenue	821	913	677
Less Depreciation of General Rate Activities	(1,445)	(1,076)	(1,407)
Depreciation Funded by General Rates	733	894	674
Self Funding/DC Reserve Movements	69	(32)	115
Operations Funded by General Rates	9,087	9,124	7,971
Capital Funding			
Funding from Depreciation (Rates)	733	894	674
Loans from/(to) Corporate Fund	484	8,753	1,062
Development Contributions	66	218	90
Reserves Net	43	12	32
Total Capital	1,326	9,877	1,858

Capital Expenditure

Crematorium air conditioning unit	Renewals	\$4,456
Nursery wind break fence	Renewals	\$36,767
General reserves car park upgrades	LOS	\$50,923
	Renewals	\$12,731
General reserves development	LOS	\$93,359
Entrance signage	LOS	21,218
Southern Government Gardens lighting upgrade	LOS	\$142,200
	Renewals	\$60,943
Various reserve improvements	LOS	\$54,636
Lakefront development	LOS	\$100,000
New reserve development	LOS	\$42,436
Development of boat ramps	Backlog	\$31,724
	Growth	\$47,586
Redwoods projects for Ten Year Plan	LOS	\$200,139
	Renewals	\$59,782
Renewals for parks and Tokorangi Triangle	Renewals	\$500,950
Walkway development	LOS	\$10,000
New toilet construction	LOS	\$80,000
Skate park development	LOS	\$307,979
Total		\$1,857,829.00

Infrastructure Services Group **cont.**

Rotorua airport

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> By providing a safer option for those wanting to travel directly to or from Rotorua rather than having to travel between Rotorua and other cities, particularly Auckland, by road. By ensuring that the infrastructural assets are designed, built and managed in accordance with the appropriate safety standards and legislation.
Prosperity	<ul style="list-style-type: none"> By providing direct air access to and from Rotorua, the council is directly supporting the growth, employment opportunities and economic development of the city, district and wider Bay of Plenty community.
Facilities & Services	<ul style="list-style-type: none"> By contributing to an integrated transport system and a modern, safe airport for the region. The airport asset is subject to an asset management plan to ensure it remains intact and serviceable for future generations.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
The airport assets will be developed and managed in a safe manner and in compliance with the relevant legislation.	Number of airport closures or flight delays caused by the failure of the airport to meet industry safety and operational standards.	Nil	Nil
The assets will be provided at reasonable cost.	% of programmed construction and maintenance work completed on time and within budget.	100%	100%

Activity Statement

	Annual Plan		Ten Year Annual Plan	
	\$ in thousands	2010/2011	Plan 2011/2012	2011/2012
Operating Expenses				
Staff Costs	-	-	-	-
Direct Costs	82	75	97	
Financial Costs	3,402	3,049	4,222	
Depreciation	804	1,079	713	
Group Recovery Costs	98	41	32	
Support Costs	38	38	21	
Total Costs	4,424	4,282	5,085	
Operating Income and Recoveries				
Fees & Charges	(1,367)	(4,082)	(768)	
Total Operating Income and Recoveries	(1,367)	(4,082)	(4,768)	
Net Operating Costs	3,057	200	4,317	
Capital Revenue	(3,000)	(7,000)	-	
Total Capital Revenue	(3,000)	(7,000)	-	
Net Cost of Service	57	(6,800)	317	
Capital Costs				
Level of Service	5,147	623	793	
Total Capital	5,147	623	793	

	Annual Plan		Ten Year Annual Plan	
	\$ in thousands	2010/2011	Plan 2011/2012	2011/2012
Operational Funding				
Net Cost of Service of General Rate Activities	57	(6,800)	4,317	
Less Depreciation of General Rate Activities	(804)	(1,079)	(713)	
Self Funding/DC Reserve Movements	748	7,879	395	
Operations Funded by General Rates	1	-	4,000	
Capital Funding				
Reserves Net	5,147	623	793	
Total Capital	5,147	623	793	

Capital Expenditure

Property purchases and noise	LOS	\$300,000
Runway and other renewals	LOS	\$93,107
Wetlands mitigation	LOS	\$400,000
Total		\$793,107

Infrastructure Services Group **cont.**

Stormwater and land drainage

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	By protecting people and property from flooding.
Environment	By controlling the level of pollutants in stormwater flows and protection of natural stream channel environments. This contributes to improved lake water quality.
Facilities & Services	By providing good quality infrastructure that will last for another 50-100 years.

Measuring our achievement

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Provision of a stormwater network to minimise the impact of flooding.	Number of dwellings per year affected by flood waters.	< 3*	< 3*
	% of blockages responded to within 24 hours.	> 95%	> 95%
	% satisfaction of people protected by urban land drainage schemes as measured by annual community satisfaction survey.	> 80%	> 80%
Provision of a stormwater network to minimise the impact on the environment.	Number of breaches of consent conditions notified by Regional Council.	0	0

* Records show that in most years no dwellings are affected by flooding but in a significant rainfall event some dwellings would be expected to be affected by flood waters. The performance target shown is therefore an average per year over the 10 year period.

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Direct Costs	875	736	932
Financial Costs	325	560	484
Depreciation	1,132	1,131	2,200
Group Recovery Costs	526	482	530
Support Costs	111	108	90
Total Costs	2,969	3,017	4,236
Operating Income and Recoveries			
Fees & Charges	(107)	(110)	(111)
Investment Income	(1)	(27)	(1)
Targeted Rates (Operating)	-	-	(2,000)
Total Operating Income and Recoveries	(108)	(137)	(2,112)
Net Operating Costs	2,861	2,880	2,124
Capital Revenue	(180)	(186)	(54)
Total Capital Revenue	(180)	(186)	(54)
Net Cost of Service	2,681	2,694	2,070
Capital Costs			
Renewals	515	530	530
Growth	101	104	104
Backlog	403	415	415
Level of Service	155	-	-
Total Capital	1,174	1,049	1,049

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operational Funding			
Net Cost of Service of General Rate Activities	2,681	2,694	2,070
Plus Capital Revenue	180	186	54
Less Depreciation of General Rate Activities	(1,132)	(1,131)	(2,200)
Depreciation Funded by General Rates	515	530	530
Operations Funded by General Rates	2,244	2,279	454
Capital Funding			
Funding from Depreciation (Rates)	515	530	530
Loans from/(to) Corporate Fund	658	519	415
Development Contributions	-	-	104
Total Capital	1,173	1,049	1,049

Capital Expenditure

Stormwater upgrades – Lake Road	Backlog	\$415,024
	Growth	\$103,756
Stormwater renewals – Lake Road	Renewals	\$530,450
Total		\$1,049,230

Infrastructure Services Group **cont.**

Transport

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> By increased public awareness leading to reduced road injuries, deaths and crashes. By improved safety in public places and when travelling, from provision of a safe transport system.
Environment	<ul style="list-style-type: none"> By providing roading and transport services in a sustainable manner that mitigates the impact on our air and water resources.
Health	<ul style="list-style-type: none"> By improving health through the encouragement and awareness of more active travel choices and more opportunities to walk and cycle.
Prosperity	<ul style="list-style-type: none"> By encouraging growth and more investment in our district through the provision of an efficient and affordable transport system.
Facilities & Services	<ul style="list-style-type: none"> By making it easier to get from place to place and to walk and cycle in the city. By provision of good, safe, maintained services and roads.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Improve the safety of the roading network.	RDC at or below peer* group for crashes per 100 million vehicle km travelled.	Continued decline over 10 year period (compared against peer group statistics annually*)	Continued decline over 10 year period (compared against peer group statistics annually*)
Provision of an efficient transport system that enables generally free movement from place to place.	Public bus services run on time	95% of bus services are on time (Measured by BOPRC)	95% of bus services are on time (Measured by BOPRC)
Maintain parking availability in CBD.	% average parking availability (1 in 7 spaces available between 10am and 3pm as measured by survey**).	15%	15%
Maintain road condition ratings at a level near to national average (local road only).	Cumulative road condition indices to be a minimum of -1.5% below national average.	- 1.5% minimum	- 1.5% minimum
Educational and sustainability programmes are supported.	At least 6 programmes are delivered per year.	100%	100%

* peer group is similarly sized councils in New Zealand e.g. New Plymouth, Hastings.

** a number of blocks are surveyed each year in response to feedback from parking enforcement officers or queries from retailers and shoppers.

Infrastructure Services Group **cont.**

Transport **cont.**

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	203	207	164
Direct Costs	6,758	6,933	6,767
Financial Costs	2,285	2,635	2,223
Depreciation	4,983	6,528	4,827
Group Recovery Costs	780	820	643
Support Costs	291	286	352
Total Costs	15,300	17,409	14,976
Operating Income and Recoveries			
Fees & Charges	(188)	(199)	(233)
Investment Income	(38)	-	(47)
Subsidies & Grants	(3,554)	(3,658)	(3,673)
Targeted Rates (Operating)	(8,914)	(9,152)	(8,951)
Total Operating Income and Recoveries	(12,694)	(13,009)	(12,904)
Net Operating Costs	2,606	4,400	2,072
Capital Revenue	(7,359)	(5,215)	(6,731)
Total Capital Revenue	(7,359)	(5,215)	(6,731)
Net Cost of Service	(4,753)	(815)	(4,659)
Capital Costs			
Renewals	4,236	5,002	4,954
Growth	7,930	3,209	6,762
Level of Service	2,140	2,675	2,295
Total Capital	14,306	10,886	14,011
Operational Funding			
Net Cost of Service of General Rate Activities	(4,753)	(815)	(4,659)
Plus Capital Revenue	7,359	5,215	6,731
Less Depreciation of General Rate Activities	(4,983)	(6,528)	(4,827)
Depreciation Funded by General Rates	4,668	5,817	4,987
Add back half share roading depreciation	(2,292)	(3,003)	(2,220)
Operations Funded by General Rates	(1)	686	12

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Capital Funding			
Funding from Depreciation (Rates)	2,376	2,814	2,767
Loans from/(to) Corporate Fund	2,091	2,647	2,089
Capital Grants	6,506	3,943	6,127
Development Contributions	3,333	1,481	3,027
Total Capital	14,306	10,885	14,010

Capital Expenditure

Transport – Subsidised		
Cycleway construction	Growth	\$158,820
Drainage renewals	Renewals	\$39,176
Major drainage control	LOS	\$37,058
Minor safety projects	LOS	\$677,632
Passenger transport infrastructure	Growth	\$160,408
Victoria St/Lake Rd project investigation/planning	Growth	\$6,000,000
Preventative maintenance	LOS	\$28,588
Road reseals	Renewals	\$2,793,114
Pavement rehabilitation	Renewals	\$1,621,023
Structural replacement	Renewals	\$127,056
Traffic services renewals	Renewals	\$174,702
Passenger transport centre	Growth	\$200,000
Transport – Unsubsidised		
Development assistance	Growth	\$47,646
	Renewals	\$5,294
Footpath renewals	Renewals	\$139,762
Kerb and channel renewals	Renewals	\$53,999
Land acquisition	Growth	\$52,940
Maori roadlines and unformed roads	Growth	\$141,720
Unsubsidised minor safety	LOS	\$33,882
Rural seal extensions	LOS	\$1,067,270
Rural street improvements	LOS	\$216,578
Urban street improvements	LOS	\$233,760
Total		\$14,010,428

Waste management

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> By providing safe collection and disposal of refuse.
Environment	<ul style="list-style-type: none"> By encouraging waste reduction and minimisation. By looking after our air, land and water resource.

Infrastructure Services Group **cont.**

Waste management **cont.**

Community outcomes **cont.**

Community Outcome	How the Council contributes
Facilities & Services	<ul style="list-style-type: none"> By providing good quality infrastructure for the future.
Learning	<ul style="list-style-type: none"> By providing waste minimisation education.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Provide recycling facilities within 13km to 95% of population.	Increase in recovery of recyclable materials of at least 5% pa.*	3,860 tonnes	4,050 tonnes
Provide for recovery of green waste and concrete.	Number of tonnes per annum of green waste and concrete recovered.	16,000 tonnes/pa \pm 10%	16,000 tonnes/pa \pm 10%
Provision of weekly refuse collection to communities where majority request service.	Refuse collection is completed as scheduled.	Completion by 4pm daily	Completion by 4pm daily
Provision of landfill/hazardous waste disposal facilities.	% reduction in total landfilled volume.	62,500 tonnes \pm 10%	62,500 tonnes \pm 10%
Minimise impact on environment.	Number of breaches of consent conditions notified by Regional Council.	No breaches	No breaches

* Performance targets show a 5% year on year increase from the base figure of 3,500 tonnes in 2008/09

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	35	34	38
Direct Costs	6,808	7,460	7,005
Financial Costs	329	141	466
Depreciation	1,319	620	629
Group Recovery Costs	2,110	513	435
Support Costs	176	170	194
Total Costs	10,777	8,938	8,767
Operating Income and Recoveries			
Internal Recoveries	(2,600)	(900)	(1,450)
Fees & Charges	(4,355)	(3,938)	(4,882)
Investment Income	(18)	(24)	-
Subsidies & Grants	(258)	(265)	-
Targeted Rates (Operating)	(2,042)	(2,818)	(2,042)
Total Operating Income and Recoveries	(9,273)	(7,945)	(8,374)
Net Operating Costs	1,504	993	393
Net Cost of Service	1,504	993	393
Capital Costs			
Renewals	258	-	150
Growth	2,550	7,426	1,043
Level of Service	1,551	-	1,000
Total Capital	4,359	7,426	2,193

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operational Funding			
Net Cost of Service of General Rate Activities	1,504	993	393
Less Depreciation of General Rate Activities	(1,319)	(620)	(629)
Self Funding/DC Reserve Movements	598	923	1,261
Operations Funded by General Rates	783	1,296	1,025
Capital Funding			
Loans from/(to) Corporate Fund	1,000	-	1,000
Reserves Net	3,359	7,426	1,193
Total Capital	4,359	7,426	2,193

Capital Expenditure

Landfill cell development	Renewals	\$150,298
Recycling set up	LOS	\$999,977
Waste 2 Gold	Growth	\$1,042,653
Total		\$2,192,928

Infrastructure Services Group **cont.**

Wastewater

Community outcomes

Community Outcome	How the Council contributes
Environment	<ul style="list-style-type: none"> By protecting the environment and lake water quality through wastewater treatment.
Health	<ul style="list-style-type: none"> By providing a sanitary wastewater collection and treatment service.
Facilities & Services	<ul style="list-style-type: none"> By providing good, quality infrastructure for the future.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Implementation and management of schemes to minimise the impact on the environment.	% compliance with air, land and water discharge requirements.	100%	100%
	Completion of new sewerage schemes.*	Okareka Okere/Otaramarae/Whangamarino	Hinehopu/Gisborne Point
Provision of an efficient collection and disposal service.	Number of overflows to waterways.	< 2	< 2
	Total number of overflows caused by network faults (per 100km of mains).	< 14	< 14
	% of customers satisfied with wastewater services as measured by annual community satisfaction survey.	99%	99%

* Subject to Resource Consent and other planning constraints

Infrastructure Services Group **cont.**

Wastewater **cont.**

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	703	790	801
Direct Costs	4,740	3,968	4,978
Financial Costs	436	1,288	496
Depreciation	3,877	5,024	3,720
Group Recovery Costs	1,333	972	1,337
Support Costs	419	402	488
Total Costs	11,508	12,444	11,820
Operating Income and Recoveries			
Internal Recoveries	(888)	(971)	(761)
Fees & Charges	(42)	(21)	(21)
Investment Income	(726)	(94)	(461)
Targeted Rates (Operating)	(10,330)	(10,563)	(10,156)
Total Operating Income and Recoveries	(11,986)	(11,649)	(11,399)
Net Operating Costs	(478)	795	421
Capital Revenue	(7,595)	(10,504)	(7,190)
Targeted Rates (Capital)	(952)	(4,195)	(1,346)
Total Capital Revenue	(8,547)	(14,699)	(8,536)
Net Cost of Service	(9,025)	(13,904)	(8,115)
Capital Costs			
Renewals	6,556	2,445	2,875
Growth	15,084	17,472	12,762
Backlog	3,585	-	2,087
Total Capital	25,226	19,917	17,724
Operational Funding			
Net Cost of Service of General Rate Activities	(9,025)	(13,904)	(8,115)
Less Depreciation of General Rate Activities	(3,877)	(5,024)	(3,720)
Self Funding/DC Reserve Movements	12,901	18,929	11,836
Operations Funded by General Rates	(1)	1	1
Capital Funding			
Capital Grants	6,816	7,494	5,875
Development Contributions	1,141	1,404	1,193
Reserves Net	17,269	11,019	10,656
Asset Sales	-	-	-
Total Capital	25,226	19,917	17,724

Capital Expenditure

Land treatment renewal	Renewals	\$122,000
Sewer network improvements/ upgrades	Growth	\$2,040,600
	Renewals	\$644,400
Urban network renewals	Renewals	\$1,000,000
Pump station improvements	Backlog	\$50,001
Sewage pump station renewals	Renewals	\$649,000
WWTP process improvements	Backlog	\$20,640
	Growth	\$1,011,360
Treatment plant renewals	Renewals	\$436,000
Hamurana / Awahou wastewater scheme	Backlog	\$3,835,000
	Growth	\$2,665,000
Gisborne Point / Hinehopu wastewater scheme	Backlog	\$760,000
	Growth	\$190,000
Rotoma wastewater scheme	Growth	\$950,000
Tarawera wastewater scheme	Growth	\$150,000
Okere / Otaramarae / Whangamarino wastewater scheme	Backlog	\$2,016,000
	Growth	\$1,184,000
Total		\$17,724,001

Infrastructure Services Group **cont.**

Water supplies

Community outcomes

Community Outcome	How the Council contributes
Safe & Caring	<ul style="list-style-type: none"> By maintaining sufficient water for fire fighting purposes.
Environment	<ul style="list-style-type: none"> By using water efficiently and encouraging others to do so too.
Health	<ul style="list-style-type: none"> By providing safe drinking water to the community.
Prosperity	<ul style="list-style-type: none"> By providing opportunities for businesses to develop and grow through meeting commercial water needs.
Facilities & Services	<ul style="list-style-type: none"> By providing good quality infrastructure for the future.

Measuring our achievements

Level of Service	Performance measures	2010/11 targets	2011/12 targets
Provision of safe drinking water.	% compliance with the DWSNZ monitoring requirements.	100%	100%
	Ministry of Health public health gradings are maintained at appropriate minimum levels for all supplies.	Cc	Cc
Water supply is adequate for fire fighting purposes within urban fire districts.	% of fire hydrants comply with NZ Fire Service Code of Practice within urban fire districts.	95%	95%
Reliable and effective water network and treatment facilities.	% of connections meet minimum flow and pressure at point of supply during normal operation.	95%	95%
	% of urban customers satisfied with water services as measured by annual community satisfaction survey.	93%	93%
	Number of water restrictions imposed on consumers due to inability to meet full demand.	None	None

Infrastructure Services Group **cont.**

Water supplies **cont.**

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Direct Costs	3,272	3,183	3,336
Financial Costs	427	463	359
Depreciation	1,936	2,045	2,778
Group Recovery Costs	3,019	1,989	3,053
Support Costs	205	207	254
Total Costs	8,859	7,887	9,780
Operating Income and Recoveries			
Internal Recoveries	(1,742)	(1,136)	(1,719)
Fees & Charges	(128)	(255)	(130)
Investment Income	(2)	(40)	(188)
Targeted Rates (Operating)	(6,842)	(7,203)	(6,979)
Total Operating Income and Recoveries	(8,714)	(8,634)	(9,016)
Net Operating Costs	145	(747)	764
Capital Revenue	(508)	(1,378)	(286)
Total Capital Revenue	(508)	(1,378)	(286)
Net Cost of Service	(363)	(2,125)	478
Capital Costs			
Renewals	2,135	1,451	1,578
Growth	1,106	877	523
Backlog	1,681	1,298	551
Total Capital	4,955	3,626	2,652
Operational Funding			
Net Cost of Service of General Rate Activities	(363)	(2,125)	478
Less Depreciation of General Rate Activities	(1,936)	(2,045)	(2,778)
Depreciation Funded by General Rates	21	21	10
Self Funding/DC Reserve Movements	2,282	4,150	2,257
Operations Funded by General Rates	4	1	(33)
Capital Funding			
Funding from Depreciation (Rates)	21	21	10
Loans from/(to) Corporate Fund	10	11	63
Development Contributions	738	877	523
Reserves Net	4,187	2,718	2,056
Total Capital	4,956	3,626	2,652

Capital Expenditure

Water investigations and overheads – plant improvements	Backlog	\$10,300
Water investigations and overheads – replacement of monitoring equipment	Renewals	\$10,000
Urban water – plant improvements	Backlog	\$79,800
	Growth	\$315,000
	Renewals	\$25,200
Urban water – meter renewals	Renewals	\$30,001
Urban water – network improvements	Backlog	\$408,150
	Growth	\$207,926
	Renewals	\$154,019
Urban water – network renewals	Renewals	\$795,000
Urban water – plant renewals	Renewals	\$485,972
Mamaku water – network improvements	LOS	\$52,940
Mamaku water – plant renewals	Renewals	\$17,229
Rotoiti water – plant renewals	Renewals	\$7,115
Reporoa water – plant renewals	Renewals	\$44,800
Hamurana water – plant renewals	Renewals	\$8,912
Total		\$2,652,364

Castlecorp

Overview of Castlecorp

Castlecorp's purpose is to provide infrastructural services for the residents of Rotorua district, representing council as a service provider. Council delivers these services in accordance with legislative requirements and community expectations.

Castlecorp is a business unit of council that earns its income from services provided to other council departments. These services include:

- Refuse collection
- Litter clearance
- Footpath and verge maintenance
- Stormwater system maintenance
- Water supply reticulation maintenance
- Water supply pump stations and reservoir operation and maintenance
- Water supply leak detection, meter reading, and water sampling
- Wastewater reticulation maintenance including forest irrigation
- Cemetery maintenance and operation, and management of crematorium
- Sports field and reserve maintenance
- Public garden and horticultural maintenance
- Purchasing and maintenance of small plant and fleet vehicles

Castlecorp's aim is to improve the quality of life for residents and visitors through provision of quality services and the maintenance of essential infrastructure, through sound business practices based on continuous improvements.

Castlecorp not only maintains essential networks of underground services and parks, but also helps maintain the overall well being of the Rotorua community by participating in a wide range of community activities, and developing close working relationships with external community organisations. Customer-based strategies and a strong commitment to sustainable operations reflect the values of continuous improvement and value for customers.

Large budget variances explained

- \$63,000 biodiesel consortium project added. Council, in conjunction with the Sustainable Charter, has sourced biodiesel for its members. This project develops a site for the distribution of the fuel to members, including the RDC fleet.

Castlecorp cont.

Projected cost of service for year ended 30 June 2012

Castlecorp	Annual Plan 2010/11	Ten Year Plan 2011/12	Annual Plan 2011/12
	<i>\$ in thousands</i>		
OPERATING EXPENDITURE			
Castlecorp	191	157	256
Total Operating Expenditure	191	157	256
Less Revenue for Operations			
Castlecorp	188	157	302
Total Operating Revenue *	188	157	302
Net Cost of Service	3	-	(46)

* Excludes any capital revenue

Total Operating Expenditure funded by:

General Rates	303	(267)	240
Fees & Charges	188	157	302
Investment Income	-	-	-
Subsidies & Grants	-	-	-
Targeted Rates	-	-	-
Self Funding/Reserve movements	-	-	-
Depreciation not funded	(300)	267	(286)
Total Operating Expenditure	191	157	256

CAPITAL EXPENDITURE

Castlecorp	15	11	11
Fleet	935	933	1,078
Total Capital Expenditure	950	944	1,089

Total Capital Expenditure funded by:

Funding from Depreciation (Rates)	1,184	1,177	1,228
Loans from/(to) Corporate Fund	-	-	64
Capital Grants	-	-	-
Development Contributions	-	-	-
Reserves Net	-	-	-
Asset Sales	(234)	(233)	(203)
Total Capital Expenditure	950	944	1,089

Castlecorp cont.

Activity Statement

<i>\$ in thousands</i>	Annual Plan 2010/2011	Ten Year Plan 2011/2012	Annual Plan 2011/2012
Operating Expenses			
Staff Costs	6,392	6,614	6,882
Direct Costs	5,556	5,691	5,879
Financial Costs	57	68	67
Depreciation	884	1,443	739
Group Recovery Costs	3,211	3,252	3,240
Support Costs	944	902	872
Total Costs	17,044	17,970	17,679
Operating Income and Recoveries			
Internal Recoveries	(16,853)	(17,814)	(17,423)
Fees & Charges	(188)	(157)	(302)
Total Operating Income and Recoveries	(17,041)	(17,971)	(17,725)
Net Operating Costs	3	(1)	(46)
Net Cost of Service	3	(1)	(46)
Capital Costs			
Renewals	1,184	1,177	1,025
Level of Service	(234)	(233)	64
Total Capital	950	944	1,089
Operational Funding			
Net Cost of Service of General Rate Activities	3	(1)	(46)
Less Depreciation of General Rate Activities	(884)	(1,443)	(739)
Depreciation Funded by General Rates	1,184	1,177	1,025
Operations Funded by General Rates	303	(267)	240
Capital Funding			
Funding from Depreciation (Rates)	1,184	1,177	1,228
Loans from/(to) Corporate Fund	-	-	64
Asset Sales	(234)	(233)	(203)
Total Capital	950	944	1,089

Capital Expenditure

Castlecorp		
Works furniture and fittings/office equipment	Renewals	\$10,609
Fleet		
Biodiesel consortium project	LOS	\$63,654
Vehicle purchases	Renewals	\$1,217,001
Vehicle sales	Renewals	(203,000)
Total		\$1,088,264