

Groups of activities

This section provides an overview of Council's operations organised into eight groups, each containing a number of activities.

Governance

- Representation
- Communications and engagement

Additionally, the Governance group of activities is responsible for ensuring Māori involvement in decision making, and strategy and community leadership.

Planning and Regulatory

- Animal control
- Building and swimming pool control
- Development engineering
- Environmental health
- Resource consents, monitoring, and LIMs

Community Services and Facilities

- Parks and reserves
- Libraries
- Property services
- Heritage
- Swimming pools
- Waste management and minimisation

Community Services and Facilities also covers Civil defence and emergency management

Transportation*

Stormwater*

Wastewater treatment and disposal*

Water treatment and supply*

Support services†

- Information services
- Customer support

Additionally, the Support Services group of activities is responsible for financial management, human resources, legal and corporate support and business improvement functions.

* These groups of activities are defined as mandatory under Schedule 10 of the Local Government Act 2002.

† Unlike other groups, Support services is internally focused but supports the delivery of community services within other groups of activities. The costs of support services are included within each group, and are also shown separately at the end of the section to show the total indirect costs.


Some key information you'll find under each group of activities...

...the activities within each group and the rationale for delivery of the group of activities.

For instance, the Support Service group includes the Customer Support and Information Services activities. Together these primarily contribute to our *Socially Responsible* community outcome.

We explain why these activities have been combined under the Support Services group (*"to ensure that all councils services are efficient, effective and cost are managed appropriately."*) Each specific activity also includes an explanation of *why we do it*, these align to our activity management plans.


Why we do it



To provide a responsive customer service to our community.

How the Support Services Group helps deliver our community outcomes

Socially responsible
 ✓ We give back to the community



...significant negative effects.

If there are potential negative effects that an activity may have on the local community, we explain the risk and how it is avoided or mitigated.

...project details and key issues facing the district

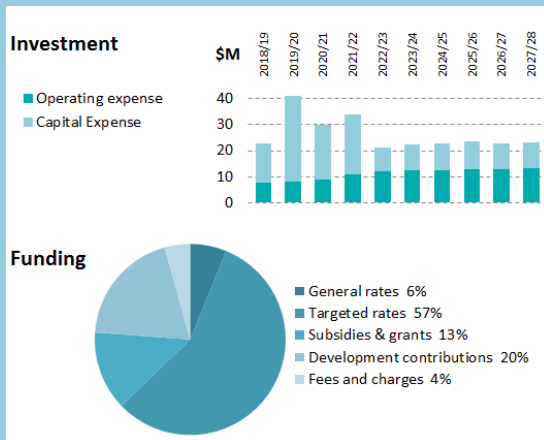
Where appropriate we'll give additional detail on;

- projects mentioned in the Capital expenditure table
- significant changes to our operations
- strategic issues influencing our investment
- significant regulatory changes we've needed to account for.

...a financial overview and detailed financial tables.

Each group of activities includes a Statement of Cost of Service, a Capital Expenditure Table and a Funding Impact Statement in the format required under the Local Government Act.

In addition we provide a basic overview to show where the funding comes from and how it is spent over the course of the 10-Year Plan. *General rates* are collected from all



properties whereas *Targeted rates* are applied differently in each ward depending on the services provided to various communities.

Subsidies are generally sourced from central government agencies (i.e. NZTA), *Fees and charges* recover the cost of delivering services with private benefits and *Development Contributions* are levied on developers to fund the infrastructure needed to enable growth in the district.

...level of service and performance measure information.

Levels of service (LOS) are a key part of our activity management plans, they define the quantity and/or the quality of the services that Council aims to provide for the community. Each section below details the relevant LOS and performance measures, aligned to the group or the specific activity as appropriate. Included is an explanation of whether there have been any adjustments since the 2015 Long Term Plan. Eg.

Animal control

Why we do it

To ensure animals are kept in a way that promotes animal welfare and community safety.

Our levels of service: We are not proposing any changes this 10-Year Plan.

| What You Can Expect From Us | How we measure success | Result for 2016/17 | Performance Target | | | |
|---|---|--------------------|--------------------|---------|---------|---------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| Animal control is managed in a way that ensures support is provided to both animals and the community in a timely manner. | The percentage of urgent dog attack allegations acted upon within one hour of Council being notified. | 92.1% | 95% | 95% | 95% | 95% |

Governance

The Governance group represents the decision making function of elected officials who are supported by communications personnel, strategy advisors and staff to manage democratic processes.

Governance activities include performance measures for;

- Representation
- Communications and engagement

Additionally, the Governance group of activities is responsible for ensuring Māori involvement in decision making, and strategy and community leadership.

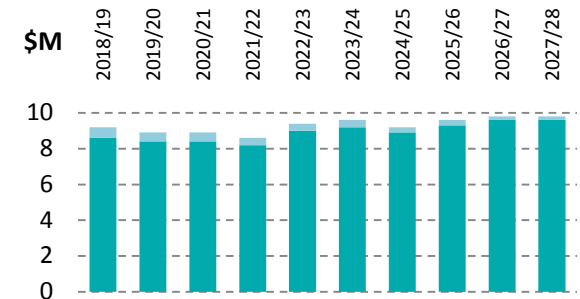
Māori involvement in decision making; We continue to support the representative structure already put in place through the Iwi Consultative Committee and Ngā Iwi Toopu o Waipa and to uphold councils objectives in the ‘Policy for liaison with Māori and Joint Management Agreements’.

The Iwi Consultative Committee is comprised of the Mayor and the Chairs of Council’s Committees, representatives from the Waikato Tainui Trust Board, Maniapoto Trust Board, the Raukawa Settlement Trust, Ngā Iwi Toopu o Waipa, a Kaumatua representative and further nine members recommended by Ngā Iwi Toopu o Waipa to represent the hapū of the Waipa District. It facilitates communications between Council and Tāngata Whenua and will consider matters including but not limited to historical, cultural, recreational, health, housing, environmental and resource management. The Committee advises Council and Iwi on Treaty of Waitangi implications for policies and activities of Council.

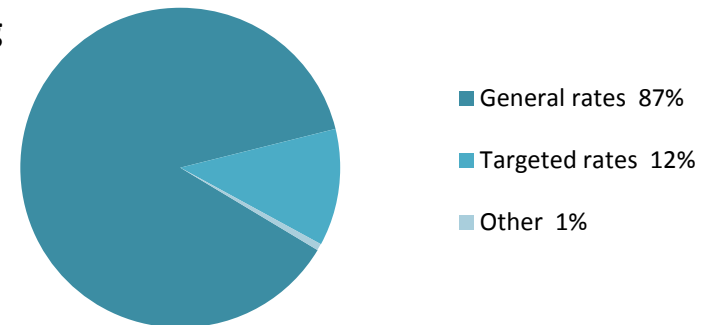
Strategy and community leadership; District wide planning is considered one of Council’s strategic priorities as we begin the 2018 10-Year Plan, this is largely driven by the growth pressures we are continuing to experience. Furthermore, under the National Policy Statement for Urban Development Capacity the district is defined as a high-growth area meaning we have increased obligations to provide development capacity and associated infrastructure.

Investment

- Operating expense
- Capital Expense



Funding



This activity considers economic research, analysis and policy development advice to encourage sustainable development of the District. We focus on strategies, plans, policies and bylaws to address the top priorities facing our community. This includes developing the District Plan and 10-Year Plan and partnering with neighbouring Councils to deliver the Sub-regional Growth Strategy (www.futureproof.org.nz) and joint Waikato Mayoral Forum projects.

In response to forecast growth, Waipa 2050 has undergone a major review to define the type of growth we should expect in the district, where it will occur and how it will need to be managed.

The Waikato Plan was adopted by the Waikato Mayoral Forum in mid 2017 and has led to the creation of the new Waikato Regional Development Agency. Waipa District Council will be partnering within the various shared service arrangements to help achieve our community outcomes.

Significant Strategy and community leadership projects include;

- District Plan appeals - \$1,707,000

- The preparation of future Long Term Plans - \$1,394,000
- Spatial plans and structure plans - \$1,665,000

How the Governance Group helps deliver our community outcomes

Economically progressive

- ✓ Our services are acknowledged as excellent value for money
- ✓ We are financially sustainable



Socially responsible

- ✓ We give back to the community.
- ✓ We are a workplace of choice.



Connected with our community

- ✓ Our stakeholders are advocates/ambassadors for Waipa and Council.
- ✓ We engage with all parts of our community.
- ✓ We have collaborative and enduring partnerships.



Potential negative effects

| Risk | How we are addressing this |
|--|---|
| Some sectors of the community may be under represented. | We engage with the community in a number of ways to ensure a wide range of views are taken into account, i.e. the Iwi Consultative Committee, Youth Council, and Senior Council. |
| The high cost of consultation and decision making. | We use the most cost effective means of consulting with the public and use technology will help to minimise costs. Our approach will largely be determined by the Significance and Engagement Policy. |
| The long term planning horizon limits responsiveness to new opportunities. | The Annual Plan cycle allows council to respond to opportunities if (following consultation) they are deemed worthy. |


Governance activities

Activities in this group align to fulfil the purpose of local government to enable democratic local decision-making and to meet the current and future needs of our communities in a cost-effective manner.

Representation

What we do; With the support of committees, community boards and council officers, the elected Mayor and Councillors set Council’s direction, work programmes and monitor and review the organisation’s performance. Advisory groups and committees to assist in decision making include a Youth Council and Senior Council.

Why we do it



To enable democratic local decision-making and action.

Key representation projects include \$706,000 budgeted for the organisation of the triennial elections in 2019, 2022 and 2025.

Our levels of service and performance measures; This 10-Year Plan we have discontinued the performance measures for *The number of Council decisions successfully challenged by Judicial review* and *The number of complaints about Council withholding information upheld by the Ombudsman*. The performance measures we have put in place are operational metrics that monitor and influence activities that mitigate this event from occurring.

| What You Can Expect From Us | How we measure success | Result for 2017/18 | Performance Target | | | |
|--|---|--------------------|--------------------|----------------------|----------------------|----------------------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| The Community have access to timely and accurate information and are informed about Council and Community Board decisions. | The percentage of official information requests responded to within statutory timeframes. | 95.24% | 100% | 100% | 100% | 100% |
| | Percent of respondents to residents perception survey ¹ who are satisfied with Council “for being transparent and communicating openly.” | 29% | ≥29% | ≥prior years results | ≥prior years results | ≥prior years results |

¹ From Waipa District Council Annual Resident Perception Survey result. Satisfied are those percent of individuals who scored Council a 8-10 on the ten point survey scale. Full working of question: “How would you rate Council for being transparent and communicating openly?”.

Communications and engagement

What we do; We provide timely and accurate information and create meaningful opportunities for community involvement in our decision making processes. By assessing the significance of Council actions and undertaking the appropriate level of engagement, we ensure the public is well informed and can conduct the right debate to assist informed decision making.

Why we do it



To make sure communities are informed of issues in the district, making it easy to be involved in the decision making process and to support champion events in in Waipa.

We also help develop productive partnerships with our stakeholders and promote Waipa District as a great place to live, work and play. Waipa is achieving good growth in our visitor numbers, largely due to our growth, our natural landscapes and especially our events. Council will be increasing support for events in our district to ensure ongoing benefits to our economy, our reputation and the enjoyment of our residents.

Our levels of service and performance measures; This 10-Year Plan we have adjusted our performance measures, expanding our focus on meaningful digital interactions rather than simply tracking page views. We are no longer measuring *Key draft policy documents subject to consultation are available during the consultation period on Council’s website* – This is not considered a measure that requires focus for the next LTP cycle as results indicate it happens as a matter of course.

| What You Can Expect From Us | How we measure success | Result for 2017/18 | Performance Target | | | |
|---|---|--------------------|--------------------|-------------|-------------|-------------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| We respond to our communities questions and concerns in a timely manner | Average time taken to send an initial response to new messages received through our Facebook channel is within 4 hours. | New measure | <4 hours | <4 hours | <4 hours | <4 hours |
| Our digital communities continue to grow and engage with Council. | % increase year to year of all submissions to Council’s consultation processes ² that were made online. | New measure | 5% increase | 5% increase | 5% increase | 3% increase |

² Special consultative procedure projects only.

Grants to community organisations

We provide both community grants and Creative New Zealand grants to organisations on an annual basis. The Cambridge Community Arts Council and Te Awamutu and District Community Arts Council administer the Creative New Zealand funding on behalf of Council. Organisations such as Sport Waikato, Hamilton and Waikato Tourism, and the Cambridge and Te Awamutu i-Sites, which provide services on our behalf, are funded by way of service contracts and the funding of these has been included in the relevant group of activities.

| | 2017/18 Annual Plan \$ | 2018/19 Budget \$ | 2019/20 Budget \$ | 2020/21 Budget \$ | 2021/22 Budget \$ | 2022/23 Budget \$ | 2023/24 Budget \$ | 2024/25 Budget \$ | 2025/26 Budget \$ | 2026/27 Budget \$ | 2027/28 Budget \$ |
|---|---------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Pirongia Ward Committee Grants | 27,600 | 27,600 | 27,600 | 27,600 | 27,600 | 27,600 | 27,600 | 27,600 | 27,600 | 27,600 | 27,600 |
| Cambridge Community Board Grants | 49,600 | 49,600 | 49,600 | 49,600 | 49,600 | 49,600 | 49,600 | 49,600 | 49,600 | 49,600 | 49,600 |
| Te Awamutu Community Board Grants | 46,900 | 49,600 | 49,600 | 49,600 | 49,600 | 49,600 | 49,600 | 49,600 | 49,600 | 49,600 | 49,600 |
| Citizens Advice Bureau Cambridge | 14,300 | 14,300 | 14,300 | 14,300 | 14,300 | 14,300 | 14,300 | 14,300 | 14,300 | 14,300 | 14,300 |
| Citizens Advice Bureau Te Awamutu | 26,500 | 26,500 | 26,500 | 26,500 | 26,500 | 26,500 | 26,500 | 26,500 | 26,500 | 26,500 | 26,500 |
| Pirongia Heritage and Information Centre | 20,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 |
| Pirongia Community Association | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 | 5,500 |
| District Promotions | 100,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Waikato Biodiversity Forum | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Te Awamutu Safer Communities Charitable Trust | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Community Grants | 110,000 | 10,000 | - | - | - | - | - | - | - | - | - |
| Cambridge Safer Communities Charitable Trust | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| District Wide Creative Community Grants | 42,000 | 42,000 | 42,000 | 42,000 | 42,000 | 42,000 | 42,000 | 42,000 | 42,000 | 42,000 | 42,000 |
| Climax Trust | 11,250 | | | | | | | | | | |
| Community Led Events | | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Cambridge Cricket Club | | 80,000 | - | - | - | - | - | - | - | - | - |
| TOTAL | | 536,100 | 446,100 | 446,100 | 446,100 | 446,100 | 446,100 | 446,100 | 446,100 | 446,100 | 446,100 |

Statement of cost of service

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|---|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| REVENUE | | | | | | | | | | | |
| Elections | - | - | 66 | - | - | 71 | - | - | 76 | - | - |
| Community Grants | 42 | 42 | 42 | 42 | 42 | 42 | 42 | 42 | 42 | 42 | 42 |
| TOTAL REVENUE | 42 | 42 | 108 | 42 | 42 | 113 | 42 | 42 | 118 | 42 | 42 |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Council & Committees | 2,425 | 2,671 | 2,653 | 2,691 | 2,782 | 2,899 | 2,993 | 3,069 | 3,161 | 3,214 | 3,299 |
| Cambridge Community Board | 187 | 188 | 193 | 197 | 205 | 210 | 217 | 222 | 228 | 234 | 241 |
| Te Awamutu Community Board | 183 | 184 | 189 | 193 | 200 | 206 | 212 | 218 | 224 | 229 | 236 |
| Elections | 6 | 18 | 221 | 8 | 19 | 234 | 9 | 20 | 251 | 9 | 22 |
| Community Grants | 528 | 561 | 468 | 468 | 467 | 467 | 467 | 467 | 467 | 467 | 467 |
| Strategic Planning | 2,595 | 3,296 | 2,957 | 2,969 | 2,732 | 3,125 | 3,235 | 2,904 | 2,945 | 3,220 | 3,260 |
| Community Relationships | 1,715 | 1,689 | 1,804 | 1,890 | 1,826 | 1,955 | 2,066 | 2,000 | 2,117 | 2,218 | 2,150 |
| TOTAL EXPENDITURE | 7,639 | 8,607 | 8,485 | 8,416 | 8,231 | 9,096 | 9,199 | 8,900 | 9,393 | 9,591 | 9,675 |
| OPERATING NET COST OF SERVICE | (7,597) | (8,565) | (8,377) | (8,374) | (8,189) | (8,983) | (9,157) | (8,858) | (9,275) | (9,549) | (9,633) |
| CAPITAL EXPENDITURE AND DEBT REPAYMENT | | | | | | | | | | | |
| Capital Expenditure (excluding Vested) | 27 | - | - | - | - | - | - | - | - | - | - |
| Debt Repayment (Internal) | 640 | 580 | 533 | 488 | 430 | 383 | 362 | 303 | 263 | 228 | 197 |
| TOTAL CAPITAL EXPENDITURE AND DEBT REPAYMENT | 667 | 580 | 533 | 488 | 430 | 383 | 362 | 303 | 263 | 228 | 197 |

Capital expenditure table

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|--|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| To Improve Level of Service | | | | | | | | | | | |
| Flag Tracking System | 27 | - | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure to Improve Level of Service | 27 | - | - | - | - | - | - | - | - | - | - |
| TOTAL CAPITAL EXPENDITURE | 27 | - | - | - | - | - | - | - | - | - | - |

Funding impact statement

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|--|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual general charges, rates penalties | 6,111 | 6,686 | 7,379 | 7,858 | 7,625 | 8,113 | 8,366 | 8,194 | 8,577 | 8,823 | 8,694 |
| Targeted rates | 1,931 | 1,828 | 1,272 | 1,000 | 989 | 977 | 979 | 962 | 953 | 948 | 945 |
| Subsidies and grants for operating purposes | 42 | 42 | 42 | 42 | 42 | 42 | 42 | 42 | 42 | 42 | 42 |
| Fees and charges | - | - | 66 | - | - | 71 | - | - | 76 | - | - |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees, and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of operating funding (A) | 8,084 | 8,556 | 8,759 | 8,900 | 8,656 | 9,203 | 9,387 | 9,198 | 9,648 | 9,813 | 9,681 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | 4,015 | 4,620 | 4,590 | 4,481 | 4,214 | 4,928 | 4,877 | 4,535 | 4,949 | 5,085 | 5,092 |
| Finance costs | 56 | 114 | 125 | 114 | 114 | 99 | 99 | 88 | 64 | 45 | 32 |
| Internal charges and overheads applied | 2,705 | 2,933 | 2,911 | 2,954 | 3,025 | 3,185 | 3,328 | 3,373 | 3,464 | 3,536 | 3,614 |
| Other operating funding applications | 856 | 933 | 852 | 861 | 869 | 878 | 888 | 898 | 908 | 919 | 930 |
| Total applications of operating funding (B) | 7,632 | 8,600 | 8,478 | 8,410 | 8,222 | 9,090 | 9,192 | 8,894 | 9,385 | 9,585 | 9,668 |
| Surplus (deficit) of operating funding (A - B) | 452 | (44) | 281 | 490 | 434 | 113 | 195 | 304 | 263 | 228 | 13 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | - | - | - | - | - | - | - | - | - | - |
| Increase (decrease) in debt | - | - | - | - | - | - | - | - | - | - | - |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | - | - | - | - | - | - | - | - | - | - | - |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure | | | | | | | | | | | |
| - to meet additional demand | - | - | - | - | - | - | - | - | - | - | - |
| - to improve the level of service | 27 | - | - | - | - | - | - | - | - | - | - |
| - to replace existing assets | - | - | - | - | - | - | - | - | - | - | - |
| Increase (decrease) in reserves | 425 | (44) | 281 | 490 | 434 | 113 | 195 | 304 | 263 | 228 | 13 |
| Increase (decrease) of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | 452 | (44) | 281 | 490 | 434 | 113 | 195 | 304 | 263 | 228 | 13 |
| Surplus (deficit) of capital funding (C - D) | (452) | 44 | (281) | (490) | (434) | (113) | (195) | (304) | (263) | (228) | (13) |
| Funding balance ((A - B) + (C - D)) | - | - | - | - | - | - | - | - | - | - | - |

Planning and Regulatory

We provide Planning and Regulatory services to manage the natural and physical resources of the district, and promote and protect the health and safety of our communities.

Planning and Regulatory activities include;

- Animal Control
- Building and Swimming Pool Control
- Development Engineering
- Environmental health
- Resource consents and monitoring, and land information memorandums

As our district continues to experience significant development and population increases, planning and regulatory services will continue to be highly relevant. Our planning and regulatory activities are governed and directed by national legislation, and regional and local policy and bylaws. These policies and bylaws are subject to regular reviews and link to other Waikato councils when appropriate. We will continue to monitor the various legislative review processes, with significant changes considered and responded to as part of future annual and long term plans.

The projected growth increases pressure on our town character and outstanding landscapes, internationally significant peat lakes, stands of indigenous trees, the Maungatautari Ecological Island and historically significant sites. We need to ensure that growth pressures are effectively managed and our unique environmental features are sustained.

How the Planning and Regulatory Group helps deliver our community outcomes

Environmental & cultural champions

- ✓ We are recognised as an environmental and cultural leader
- ✓ Waipa’s environmental and cultural heritage is a showcase for excellence



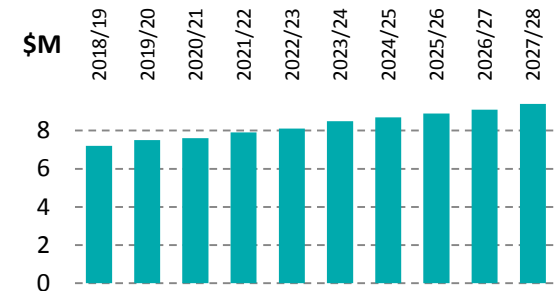
Socially responsible

- ✓ Waipa offers an excellent quality of life

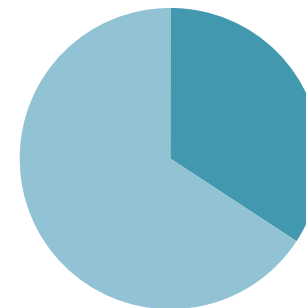


Investment

- Operating expense
- Capital Expense



Funding



- General rates 34%
- Fees & Charges 66%

Potential negative effects

| Risk | How we are addressing this |
|---|--|
| Failure to comply with resource consents leading to adverse environmental effects. | We have a programme for the regular monitoring of resource consents. |
| Processing time for resource and building consents may be considered excessive by applicants. | We strive to meet the timelines required by legislation. Through our customer service function, we regularly review our processes and continually strive to improve. |
| The costs of complying with regulatory requirements may be seen as excessive. | We endeavour to minimise costs by having effective and efficient systems and processes in place. |

Planning & Regulatory Services activities

We have combined the following activities into the Planning and Regulatory group as they align to meet the purpose of local government to provide good-quality local infrastructure, local public services, and perform regulatory functions as described under section 10 of the Local Government Act 2002.

Animal control

What we do; We cover the registration and impounding of dogs, owner education and implementing and enforcing our Dog Control Policy and Bylaw. The activity also covers wandering stock. In the first year of this Long Term Plan we are expanding our dog pound facilities.

Why we do it



To ensure animals are kept in a way that promotes animal welfare and community safety.

Our levels of service; We are not proposing any changes this 10-Year Plan.

| What You Can Expect From Us | How we measure success | Result for 2016/17 | Performance Target | | | |
|---|--|--------------------|--------------------|---------|---------|---------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| Animal control is managed in a way that ensures support is provided to both animals and the community in a timely manner. | The percentage of urgent dog attack allegations acted upon within one hour of Council being notified. ³ | 92.1% | 95% | 95% | 95% | 95% |

³ Urgent is defined as a dog attack on a human or other animal where the Council has been notified within 12 hours of the event. Acted upon is defined as a phone call or site visit.

Building and Swimming Pool Control

What we do; Building control covers the processing and monitoring of building consents, and the issuing of Code of Compliance Certificates pursuant to the Building Act. This activity also covers the monitoring and enforcement of swimming pool fencing and earthquake-prone building requirements.

Why we do it



To ensure buildings and swimming pools are safe for the community and related regulations and standards are met.

Our levels of service and performance measures; There are approximately 1500 pools in the District, required under the Building Act to be inspected every 3 years therefore we plan to inspect 500 pool fences annually.

| What You Can Expect From Us | How we measure success | Result for 2016/17 | Performance Target | | | |
|---|---|--------------------|--------------------|---------|---------|---------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| We ensure that buildings, including earthquake prone buildings, are safe and fit for purpose. | Building consent applications are processed within statutory timeframes. ⁴ | 95.02% | 100% | 100% | 100% | 100% |
| We ensure that swimming pools and fencing that are required to be inspected are safe and compliant. | We will inspect 500 swimming pool fences per annum. ⁵ | New measure | 500 | 500 | 500 | 500 |

Development Engineering

What we do; Development engineering covers the preparation and management of development agreements, and evaluates and provides engineering input to subdivision and related landuse developments. The department then monitors compliance with any engineering resource consent conditions using Council’s Development and Subdivision Manual. The department also manages the naming of roads process, allocates property road numbers, as well as regulating the use and connections to our roads.

Why we do it



To ensure the community and Council benefits from appropriate standards of development and infrastructure.

Our levels of service and performance measures; We are not proposing any changes to our level of service this 10-Year Plan.

| What You Can Expect From Us | How we measure success | Result for 2016/17 | Performance Target | | | |
|--|--|--------------------|--------------------|---------|---------|---------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| We are responsive to enquiries and requests for information. | Enquiries are responded ⁶ to within 4 working days. | 95.84% | 95% | 95% | 95% | 95% |

⁴ The Building Act 2004 states the time limit is “within 20 working days after receipt by the building consent authority of the application”.

⁵ The Building Act 2004 states - All swimming pools in the District must be inspected every 3 years from 1 January 2017.

⁶ Responded to is defined as contact with the requestor (could include phone call or visit).

Environmental Health

What we do; Environmental health covers general public health inspections, the licensing and inspection of hairdressers and food and alcohol outlets; responding to noise and public health complaints; implementing the district gambling policy including issuing venue consents and preparing and implementing a Local Alcohol Policy.

Why we do it



To ensure the promotion and protection of our communities health and related regulations and standards are met.

Our levels of service and performance measures; In addition to our original performance measures, to support the safe sale, supply and consumption of alcohol we will undertake two Agency Liaison meetings per annum measure the rate of registration and compliance to licenses.

| What You Can Expect From Us | How we measure success | Result for 2016/17 | Performance Target | | | |
|---|--|--------------------|--------------------|---------|---------|---------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| We ensure the public sale and supply of alcohol is undertaken safely and responsibly. | All premises that sell alcohol are licensed. | New measure | 100% | 100% | 100% | 100% |
| Noise and smoke control is provided to the community in a timely manner. | The percentage of excessive noise complaints investigated within 1 hour. | 93.0% | 95% | 95% | 95% | 95% |
| | The percentage of smoke complaints investigated within 1 hour. | 98.97% | 95% | 95% | 95% | 95% |
| Food premises maintain a high level of food safety. | All premises that sell food to the public are registered. | 100% | 100% | 100% | 100% | 100% |

Resource consents and monitoring, and land information memorandums

What we do; We cover the planning functions under the Resource Management Act, including issuing and monitoring of resource consents, and the processing of private plan changes and designation applications. In addition, this activity includes administering the Development Contributions Policy, providing Land Information Memoranda, monitoring compliance with the District Plan and enforcing bylaws.

Why we do it



Resource consents and monitoring - To enable community aspirations through appropriate development and activities aligned with the District Plan.

Land information memorandums - To ensure property owners and potential owners have access to important information about that property and any associated

Our levels of service and performance measures; We are not proposing any changes to our level of service this 10-Year Plan.

| What You Can Expect From Us | How we measure success | Result for 2016/17 | Performance Target | | | |
|--|--|--------------------|--------------------|---------|---------|---------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| We process all applications within agreed timeframes. | The percentage of Resource Consents processed within statutory timeframes. | 100% | 100% | 100% | 100% | 100% |
| | The percentage of LIMs processed within statutory timeframes. | 100% | 100% | 100% | 100% | 100% |
| We ensure we investigate compliance with the District Plan when requested. | We respond ⁷ to requests to check compliance of the District Plan and landuse consents within 4 working days. | 100% | 100% | 100% | 100% | 100% |

⁷ Responded to is defined as contact with the requestor (could include phone call or visit) or e-mail to the accused.

Statement of cost of service

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|--------------------------------------|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| REVENUE | | | | | | | | | | | |
| Fees and Charges: | | | | | | | | | | | |
| Resource Management | 1,279 | 1,497 | 1,528 | 1,560 | 1,649 | 1,684 | 1,723 | 1,763 | 1,805 | 1,849 | 1,895 |
| Building Control | 1,874 | 2,274 | 2,321 | 2,369 | 2,419 | 2,471 | 2,528 | 2,587 | 2,649 | 2,712 | 2,781 |
| Environmental Health | 361 | 391 | 396 | 407 | 419 | 425 | 438 | 445 | 455 | 470 | 478 |
| Animal Control | 464 | 503 | 513 | 524 | 535 | 547 | 559 | 572 | 586 | 600 | 615 |
| Development Engineering | 257 | 243 | 248 | 253 | 259 | 264 | 270 | 277 | 283 | 290 | 297 |
| TOTAL REVENUE | 4,235 | 4,908 | 5,006 | 5,113 | 5,281 | 5,391 | 5,518 | 5,644 | 5,778 | 5,921 | 6,066 |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Resource Management | 2,095 | 2,466 | 2,607 | 2,619 | 2,693 | 2,773 | 2,876 | 2,947 | 3,016 | 3,083 | 3,166 |
| Building Control | 2,096 | 2,333 | 2,442 | 2,493 | 2,592 | 2,662 | 2,799 | 2,849 | 2,948 | 2,997 | 3,106 |
| Environmental Health | 890 | 903 | 938 | 965 | 991 | 1,030 | 1,073 | 1,101 | 1,129 | 1,157 | 1,189 |
| Animal Control | 744 | 756 | 786 | 809 | 832 | 860 | 895 | 918 | 942 | 966 | 992 |
| Development Engineering | 665 | 709 | 736 | 753 | 776 | 803 | 836 | 859 | 881 | 904 | 929 |
| TOTAL EXPENDITURE | 6,490 | 7,167 | 7,509 | 7,639 | 7,884 | 8,128 | 8,479 | 8,674 | 8,916 | 9,107 | 9,382 |
| OPERATING NET COST OF SERVICE | (2,255) | (2,259) | (2,503) | (2,526) | (2,603) | (2,737) | (2,961) | (3,030) | (3,138) | (3,186) | (3,316) |
| CAPITAL EXPENDITURE | | | | | | | | | | | |
| Debt Repayment | - | 44 | 46 | 48 | 49 | 51 | 53 | 57 | 61 | 64 | - |
| TOTAL CAPITAL EXPENDITURE | - | 44 | 46 | 48 | 49 | 51 | 53 | 57 | 61 | 64 | - |

Funding impact statement

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | Annual Plan | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual general charges, rates penalties | 1,931 | 2,091 | 2,466 | 2,575 | 2,652 | 2,788 | 3,013 | 3,087 | 3,198 | 3,249 | 3,316 |
| Targeted rates | 323 | 212 | 82 | - | - | - | - | - | - | - | - |
| Subsidies and grants for operating purposes | - | - | - | - | - | - | - | - | - | - | - |
| Fees and charges | 4,234 | 4,907 | 5,006 | 5,112 | 5,280 | 5,390 | 5,518 | 5,643 | 5,777 | 5,920 | 6,065 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees, and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of operating funding (A) | 6,488 | 7,210 | 7,554 | 7,687 | 7,932 | 8,178 | 8,531 | 8,730 | 8,975 | 9,169 | 9,381 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | 5,067 | 5,378 | 5,604 | 5,685 | 5,865 | 6,012 | 6,209 | 6,367 | 6,576 | 6,744 | 6,966 |
| Finance costs | - | 19 | 19 | 17 | 18 | 17 | 15 | 12 | 7 | - | - |
| Internal charges and overheads applied | 1,418 | 1,763 | 1,881 | 1,932 | 1,994 | 2,093 | 2,248 | 2,289 | 2,325 | 2,355 | 2,409 |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | 6,485 | 7,160 | 7,504 | 7,634 | 7,877 | 8,122 | 8,472 | 8,668 | 8,908 | 9,099 | 9,375 |
| Surplus (deficit) of operating funding (A - B) | 3 | 50 | 50 | 53 | 55 | 56 | 59 | 62 | 67 | 70 | 6 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | - | - | - | - | - | - | - | - | - | - |
| Increase (decrease) in debt | - | - | - | - | - | - | - | - | - | - | - |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | - | - | - | - | - | - | - | - | - | - | - |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure | | | | | | | | | | | |
| - to meet additional demand | - | - | - | - | - | - | - | - | - | - | - |
| - to improve the level of service | - | - | - | - | - | - | - | - | - | - | - |
| - to replace existing assets | - | - | - | - | - | - | - | - | - | - | - |
| Increase (decrease) in reserves | 3 | 50 | 50 | 53 | 55 | 56 | 59 | 62 | 67 | 70 | 6 |
| Increase (decrease) of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | 3 | 50 | 50 | 53 | 55 | 56 | 59 | 62 | 67 | 70 | 6 |
| Surplus (deficit) of capital funding (C - D) | (3) | (50) | (50) | (53) | (55) | (56) | (59) | (62) | (67) | (70) | (6) |
| Funding balance ((A - B) + (C - D)) | - | - | - | - | - | - | - | - | - | - | - |

Community services and facilities

We provide recreational benefits and promote the social and environmental wellbeing of our communities.

Community services and facilities activities include;

- Parks & Reserves
 - Open Spaces
 - Playgrounds
 - Public Toilets
 - Cemeteries
- Libraries
- Property Services
 - Community Land & Buildings
 - Pensioner Housing
- Heritage
- Swimming Pools
- Waste Management and Minimisation

Libraries, museums, reserves, and community amenities are defined under the Local Government Act as core services of Council. Libraries, museums, reserves, and other recreational facilities are recognised by our Significance and Engagement Policy as significant activities of Council. In addition, the Policy also recognises the pensioner housing units as strategic assets.

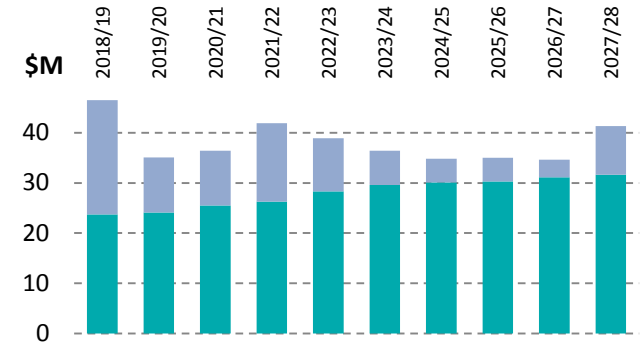
Community facilities, recreation and heritage assets are managed according to the relevant activity management plans, which identify trends and the likely changes in demand. Changing demographics, such as the ageing population, will have a significant impact on the assets we invest in and we'll ensure new subdivisions have good pedestrian links to open spaces.

We will work with the community to understand their expectations for recreation and heritage services and the review of Waipa 2050 will also help us understand future requirements. The feasibility of some projects is dependent on securing external funding.

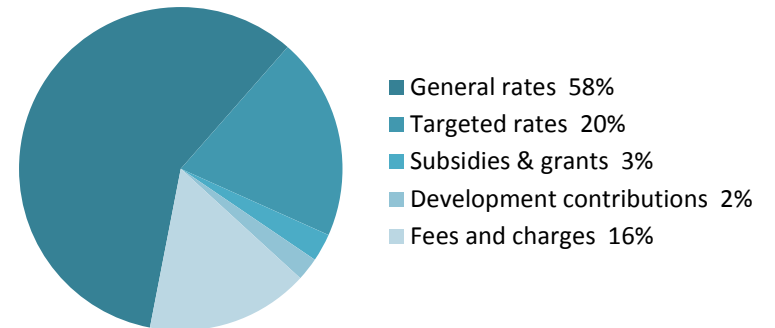
We adopted the Waipa Waste Strategy and Waste Management and Minimisation Plan in October 2017 to drive future projects minimising waste to landfill and maximising sustainability.

Investment

- Capital Expense
- Operating expense



Funding



Resilience is one of the strategic priorities included in this long term plan and preparing our communities resilience and ability to recover from Civil emergencies is one of Council’s core services. Council owned earthquake prone buildings will be managed in accordance with the Building Act. Because we have an increased awareness of the likelihood of significant disasters occurring (particularly earthquakes and flooding), civil emergency processes must be robust.

Along with other councils in the region we are a member of the Waikato Civil Defence Emergency Management Group. The purpose of this group is the preparation and implementation of a region-wide plan aimed at building community resilience and managing hazards, and preparing for emergency events and recovery from them.

How the Community Services and Facilities Group helps deliver our community outcomes

Economically progressive

- ✓ *Our services are acknowledged as excellent value for money*
- ✓ *Waipa’s growth is built on its strengths.*
- ✓ *We are financially sustainable*



Environmental & cultural champions

- ✓ *We are recognised as an environmental and cultural leader*
- ✓ *Waipa’s environmental and cultural heritage is a showcase for excellence*



Socially responsible

- ✓ *Waipa offers an excellent quality of life*



Connected with our community

- ✓ *We engage with all parts of our community*
- ✓ *We have collaborative and enduring partnerships*



Potential negative effects

| Risk | How we are addressing this |
|--|---|
| Poor management of vandalism, noise and litter in parks and community facilities. | We control these effects through the use of Crime Prevention Through Environmental Design principles in planning parks and reserves are also regularly maintained to clear litter. |
| Health issues could be caused by cemeteries, public toilets, or pools if services are not adequately provided. | We will ensure our staff are trained, our facilities are monitored/audited, and a timely response to complaints/customer requests. |
| Inability to meet demand for pensioner housing. | We maintain contact with other housing providers, such as Housing New Zealand, to ensure maximum use of rental accommodation. |
| Our efforts to showcase the districts historic sites may compromise their cultural and archaeological condition. | The primary focus of the hub and spoke model is to provide access and interpretation to sites, without impacting their condition. We plan on using smart technologies such as virtual reality to bring to life the history. |

Community services and facilities activities

Activities in this group are operationally aligned and fulfil many of the services considered to be local governments core role under section 11a of the Local Government Act.

Parks and Reserves

What we do; As we grow we need to invest in additional land or existing open spaces to cater for our community and environmental needs. Pressure from development and intensifying land use will require investment to ensure some of our most threatened assets like the peat lakes, wetlands and remnant indigenous vegetation, are buffered from harmful impacts and land management practices.

We manage 132 individual sites covering in excess of 3,540 hectares. In planning parks and reserves for the District, we focus on achieving a balance between:

- a) **Conservation reserves** - these provide for the protection and enhancement of the natural environment and allow for low impact recreational use. Our 14 conservation reserves include Maungatautari, Kakepuku, and Lakes Serpentine (Rotopiko) and Ngaroto.
- b) **Sports reserves** - our 20 sports parks provide for a wide range of physical activities and sports. These include Albert Park and Castleton Park sports grounds in Te Awamutu, and the Leamington Domain and Town Belt in Cambridge. In addition to regular maintenance and renewal programmes, in 2021 we are investing around \$1.6 million to further enhance Castleton Park's facilities.
- c) **Neighbourhood and amenity reserves** – located in our urban communities we have 32 neighbourhood parks and 40 general amenity parks with walkway and cycle linkages, enhance the environment and provide recreational opportunities.
- d) **Premier reserves** - Our 4 premier reserves (Mighty River Domain at Lake Karāpiro, Te Awamutu Memorial Park, Te Awamutu Rose Gardens and Te Ko Utu Park in Cambridge) provide high quality experiences in key locations.

A further 14 sites are of mixed usage and 8 are currently grazed.

Following a district wide survey in 2016 on the suitability of the playground equipment available at many of our reserves, we planned significant *destination*

Why we do it



Open Space: To ensure the provision of appropriate open spaces which provide for, and support opportunities for the communities health and recreation needs to be met.



Playgrounds: To ensure the provision of playgrounds which provide for and support opportunities for the communities to engage in safe and stimulating play.



Public Toilets: To ensure the provision of an adequate and accessible network of public toilets which meets the needs of the community and visitors to the district.



Cemeteries: To ensure the provision of adequate and appropriate places for interment and remembrance.





playgrounds at Centennial Park (Te Awamutu), Thompson Street (Cambridge), Rangimarie Reserve (Pirongia) and to compliment the new development areas in Cambridge North.

We operate 35 public toilets across the District located in reserves, business areas and places where public events are held. We operate 10 cemeteries within the District, with the majority being located near small rural settlements. Waipa cemeteries provide for around 200 burials each year, with 90% of these being at the three larger cemeteries at Hautapu, Leamington and Picquet Hill in Te Awamutu.

Our levels of service and performance measures; Our Parks and Reserves Activity Management Plan details changes to our levels of services, including;

- **Open Spaces;** Council hopes to support new and growing sporting codes and will increase the LOS to increase the amount of land being provided for sports grounds. LOS will also be increased to maintain town entrances, verges and stormwater swales to enhance the visual appeal of our towns.
- **Playgrounds;** Opportunities for destination playgrounds will be looked at as they offer the opportunity to provide a greater LOS through investment in a small number of key playgrounds, however Councillors have indicated that this increase in this area must not be at the expense of neighbourhood playground provision.
- **Public Toilets;** Council plans to increase the standard of toilets adjoining cycleways and at lakeside reserves. This will be combined with an increased frequency of toilet cleaning to present a improved appearance and reduce the number of complaints received.

Our Parks and Reserves performance measures have been standardised to provide an ongoing reflection of public satisfaction with the services and to maintain better consistency with other service areas.

| What You Can Expect From Us | How we measure success | Result for 2016/17 | Performance Target | | | |
|--|--|--------------------|--------------------|---------|---------|---------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
|  Provision of an adequate network of multi-purpose open spaces which provide for passive and active recreation and sporting activities. | The number of complaints received ⁸ (per 1,000 population) regarding open spaces ⁹ . | 3.1 ¹⁰ | <3.5 | <3.5 | <3.5 | <3.5 |
|  Provision of an adequate network of playgrounds which provide for safe and stimulating play. | The number of complaints received ¹¹ (per 1,000 population) regarding playgrounds. | 0.4 ¹² | <0.6 | <0.6 | <0.6 | <0.6 |
|  Provision of an adequate and accessible network of public toilets which meets the needs of the community and visitors while minimising public health risks and environmental impact, in a way that is most cost-effective | The number of complaints ¹³ (per 1,000 population) regarding public toilets | 1.4 ¹⁴ | <2.0 | <2.0 | <2.0 | <2.0 |
|  Provision of accessible cemeteries and interment services which meets the needs of the community | The number of complaints received ¹⁵ (per 1,000 population) regarding cemeteries | 0.16 ¹⁶ | <0.3 | <0.3 | <0.3 | <0.3 |
| | The number of complaints received ¹⁷ (per 1,000 population) regarding burial records | 0.24 ¹⁸ | <0.3 | <0.2 | <0.2 | <0.2 |

⁸Complaints defined as: public calls relating to either the condition of the facility or the quality of the service in which dissatisfaction is directly expressed or is implied

⁹ Open space defined as amenity, conservation, neighbourhood, premier, and sports ground land managed by Parks and Reserve for recreational use.

¹⁰ 2016/17 result not audited as part of Annual Report

¹¹Complaints defined as: public calls relating to either the condition of the facility or the quality of the service in which dissatisfaction is directly expressed or is implied

¹² 2016/17 result not audited as part of Annual Report

¹³ Complaints defined as: public calls relating to either the condition of the facility or the quality of the service in which dissatisfaction is directly expressed or is implied

¹⁴ 2016/17 result not audited as part of Annual Report

¹⁵ Complaints defined as: public calls relating to either the condition of the facility or the quality of the service in which dissatisfaction is directly expressed or is implied

¹⁶ 2016/17 result not audited as part of Annual Report

¹⁷ Complaints defined as: public calls relating to either the quality or accuracy of the burial records in which dissatisfaction is directly expressed or is implied

¹⁸ 2016/17 result not audited as part of Annual Report

Libraries

What we do; The Cambridge and Te Awamutu libraries hold over 130,000 books and more than 6,400 other items, such as CDs and DVDs.

Users are surveyed regularly to ensure the services provided meet expectations and the opening of the new Te Awamutu library in 2016 has helped increase membership and satisfaction levels. Construction of a new library in Cambridge is planned for year 10 of the long term plan.

Why we do it



To ensure the provision of accessible facilities, resources and services which support the communities learning and leisure needs.

Our levels of service and performance measures; We are not proposing any significant changes to our level of service or performance measures this 10-Year Plan.

| What You Can Expect From Us | How we measure success | | Result for 2016/17 | Performance Target | | | |
|--|--|------------|--------------------|--------------------|--------------|--------------|---------|
| | | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| Provision of library facilities with sufficient resources and services which provide the necessary support for the communities learning and leisure needs. | % of population who are active ¹⁹ library users | | 68.225 | 65% | 65% | 65% | 65% |
| | The number of walk-in library visitors per annum ²⁰ | Cambridge | 113,491 | 108,000 | 106,000 | 103,000 | 100,000 |
| | | Te Awamutu | 106,078 | 100,000 | 97,000 | 95,000 | 92,000 |
| Size of the Library collection compared to the LIANZA standard of 3 items per resident. | | 2.93 | 2.95 to 3.05 | 2.95 to 3.05 | 2.95 to 3.05 | 2.95 to 3.05 | |

¹⁹ Active – library card used in past 2 years

²⁰ Results previously provided as a combined total, now split by site

Property Services

What we do; The Property services team manages a portfolio of land administered by Council including 159 council, community and commercial locations and we own 132 pensioner units. The purpose of pensioner housing is to provide affordable and safe accommodation for elderly people with limited income and people with additional physical or mental health needs on limited incomes, which meet our eligibility criteria. In 2017, following consultation with the community, Council sold the Palmer Street pensioner housing units to Habitat for Humanity. Between 2018 and 2021 the proceeds of this sale will be used to help fund the construction of additional pensioner housing in the district.

Why we do it





Community Land & Buildings: To ensure the provision of land and buildings within the community that supports social and recreational interaction



Pensioner Housing: To ensure the provision of suitable housing within the District for elderly of limited financial means.

We own or are responsible for 32 district halls and the Cambridge, Kihikihi and Pirongia town halls. A special rating area has been defined for 18 of the halls to assist funding maintenance and operating costs. The halls provide a venue for a variety of social, cultural and recreational uses and reflect a strong sense of community for residents. In 2020, \$520,000 has been budgeted to develop the Ohaupo Community Hall and starting in 2022 we will invest around \$4.4 million in upgrading the Cambridge Town Hall.

Our levels of service and performance measures; Within the Property Services Activity we are intending to increase the level of surplus land sales to help generate funds for other Council projects. We will also be increasing building purchases and construction to increase the provision of affordable housing through the appropriate development of existing land. Our performance measures remain unchanged.

| What You Can Expect From Us | How we measure success | Result for 2016/17 | Performance Target | | | |
|--|---|--------------------|--------------------|---------|---------|---------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
|  Council are responsive to community Land and Building related service requests | The median response time (hours) for an urgent ²¹ service requests relating to land and buildings to be actioned. | 1.07 | 2 | 2 | 2 | 2 |
| | The median response time (days) for a non-urgent ²² service requests relating to land and buildings to be actioned | 0.91 | 2 | 2 | 2 | 2 |
|  Council are responsive to pensioner housing related service requests | The median response time (hours) for an urgent ²³ service requests relating to pensioner housing to be actioned | 1.75 | 2 | 2 | 2 | 2 |
| | The median response time (days) for a non-urgent ²⁴ service requests relating to pensioner housing to be actioned | 0.11 | 2 | 2 | 2 | 2 |

²¹ Urgent service requests defined as a health & safety or public safety issue

²² Non-urgent service requests defined as any other service request other than a health & safety or public safety issue

²³ Urgent service requests defined as a health & safety or public safety issue

Heritage

What we do; Culture and Heritage is one of the strategic priorities identified for our district. Waipa has diverse environmental and cultural heritage and we are undertaking work to showcase and provide access to key sites to tell the story of our area. One of the cornerstone projects for this 10-Year Plan is to build a discovery centre integrated into the Te Awamutu Hub precinct. This dynamic space would deliver core museum services, function as an i-SITE and include an interactive discovery zone that tells the stories of the settlement and growth of the Waipa District.

The Land Wars are a core element of the Waipa identity and a critical part of the development of New Zealand's nationhood. The discovery centre will serve as a hub to connect the important historical sites and natural features of the district and by showcasing our heritage offering Waipa can also leverage trends in regional and national tourism an align to other regional offerings such as Hobbiton and Waitomo Caves to attract visitors and provide reasons to extend visits helping to grow the local and regional economy.

\$12.4 million will be spent on the design and build of the Discovery Centre between 2020 and 2023, and a further \$2.3 million is budgeted for exhibition planning, design and development. Additionally, the inset table indicates some of the key projects planned to showcase the districts natural and cultural heritage sites.

Access to these sites will be enhanced by the development of Waipa's cycleway network described under the Transportation group.

Why we do it



To ensure the support of the identification, celebration, protection, and promotion of Waipa District's heritage which enriches the lives of current and future generations of locals and visitors.

| Significant heritage projects | Timeframe | Total cost for 10 years (\$000) |
|---|------------------|---------------------------------|
| "Waipa Journeys" heritage interpretation project and mobile app | 2018-20 | \$ 1,122 |
| Matakitaki Pa access and restoration | 2022-25 | \$ 130 |
| Land Wars site interpretation (Waiari, Paterangi, Rangiaowhia, Hairini and Ō-Rākau) | 2018-21 | \$ 161 |
| Storage facilities for Climax steam engine | 2018-20 | \$ 508 |
| Ngaroto heritage restoration | 2018-22, 2025-27 | \$ 1,169 |
| Lake Rotopiko heritage development | 2019-23, 2025-27 | \$ 543 |
| Pukemako heritage restoration | 2018-20, 2022-25 | \$ 153 |

²⁴ Non-urgent service requests defined as any other service request other than a health & safety or public safety issue

Our levels of service and performance measures; The focus within the Heritage Service is the development of the hub and spoke model, connecting the planned Discovery Centre in Te Awamutu with historically significant sites. The Discovery Centre will act as a gateway to wider tourism offerings as well as being a visitor experience in its own right. LOS and performance measures specific to the Discovery Centre will be established during the design and engagement phase of the project. Selected ‘showcase’ heritage sites will have increased LOS with enhanced: interpretive signage, electronic interpretation, interpretive structures and site restoration.

| What You Can Expect From Us | How we measure success | Result for 2016/17 | Performance Target | | | | |
|--|--|---------------------------------|---------------------|---------|---------|-------------------------|---------------------------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 | |
| The District’s community and visitors are provided with appropriate opportunities to experience the District’s heritage through interpretation, education and conservation delivered directly by Council and through partnerships. | The percentage of visitors surveyed who were satisfied with their Heritage Facility visit. ²⁵ | 82% | 85% | 85% | 85% | 85% - 95% ²⁶ | |
| | Number of annual visitors to key Heritage sites | Te Awamutu Museum ²⁷ | 8,168 | 7,800 | 7,900 | 8,000 | 8200-16,000 ²⁸ |
| | | Pirongia Visitor Centre | 3,183 ²⁹ | 3,500 | 3,700 | 3,900 | 4,100 |
| | | Cambridge Museum | 4,723 ³⁰ | TBD | TBD | TBD | TBD |
| | Lake Ngaroto | New measure | 39,500 | 41,400 | 43,500 | 45,700 | |
| The number of school student experiencing Heritage based educated through the LEOTC ³¹ programme | 4,607 | 4,400 | 4,400 | 4,400 | 4,400 | | |

²⁵ As identified through the Museum’s survey questionnaire

²⁶ Increase anticipated from 2024-25 following completion of the proposed Heritage Centre

²⁷ Excludes school students visiting the museum as part of the LEOTC programme

²⁸ Significant increase anticipated from 2024-25 following completion of the proposed Heritage Centre

²⁹ 2016/17 result not audited as part of Annual Report

³⁰ 2016/17 result not audited as part of Annual Report

³¹ Learning Experience Outside the Classroom

Swimming Pools

What we do; Council’s pool facilities in Te Awamutu and Cambridge are managed by the Waipa Community Facilities Trust (WCFT). In May 2017 we asked the community for further input on redeveloping the public pool in Cambridge to ensure the complex meets their expectations and caters to the towns significant growth. As a result we’ve been working on fundraising and \$15 million dollars is to be invested in the Cambridge town pool development and associated playground between 2018 and 2020.

Why we do it



To ensure the provision of appropriate Public Swimming Pools which provide for, and support opportunities for the communities health and recreation needs to be met.

Our levels of service and performance measures; We are not proposing any changes to our level of service this 10-Year Plan.

| What You Can Expect From Us | How we measure success | | Result for 2016/17 | Performance Target | | | |
|---|---|------------|--------------------|--------------------|---------|---------|---------|
| | | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| Safe and pleasant aquatic facilities are provided which offer a variety of casual and programmed activities which cater for the needs of the community. | The percentage of users satisfied with swimming pool services (via survey mechanism). | Te Awamutu | 83% | 80% | 80% | 80% | 80% |
| | | Cambridge | 74% | - | 80% | 80% | 80% |
| | The number of admissions per annum. ³² | Te Awamutu | 131,286 | 120,000 | 130,000 | 135,000 | 140,000 |
| | | Cambridge | 28,369 | 0 | 60,000 | 130,000 | 150,000 |
| | The percentage of compliance with water quality standards. (no. of tests compliant) | Te Awamutu | 98% | 85% | 85% | 85% | 85% |
| | | Cambridge | 100% | - | 85% | 85% | 85% |

³² Results previously provided as a combined total, now split by site

Waste Management and Minimisation

What we do; Waipa District does not operate the districts rubbish collection but we provide a convenient recycling service to all urban ratepayers and most rural ratepayers to divert waste from landfill. We have a Solid Waste Bylaw that controls how waste collection should be managed within the district and we service an extensive number of public litter bins.

Annually we receive around \$135,000 from the national waste levy to promote waste minimisation in the district. In 2017 we adopted the Waste Management and Minimisation Plan which will focus on moving away from a 'disposable' economy, improving data collection, working with neighbouring councils and building community capacity for partnerships and resource recovery. Support is provided to groups and organisations through the Community Waste Minimisation fund and several education providers are funded to deliver waste minimisation education in schools.

There is no significant variation between the Waste Management and Minimisation Plan 2017-23 and the 10-Year Plan 2018-28.

Our levels of service and performance measures; We have introduced new measures tracking volume of recycling undertaken per household.

Why we do it



To ensure the District's waste is managed in an appropriate way that minimises waste to landfill and maximises sustainability.

| What You Can Expect From Us | How we measure success | Result for 2016/17 | Performance Target | | | |
|--|--|--------------------|--------------------|---------|---------|-------------------------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| Provision of an effective waste minimisation education programme | Annual average quantity (kg) of recycled material per household ³³ | 185 ³⁴ | 192 | 200 | 208 | Reducing to 190 by 2028 |
| Provision of a reliable kerbside recycling service | Number of justified ³⁵ complaints received about kerbside recycling collection services | 52 | <144 | <144 | <144 | <144 per year |

³³ Household defined as: a property rated for recycling

³⁴ 2016/17 result not audited as part of Annual Report

³⁵ Justified is defined as: a missed collection of recycling due to a contractor error

Statement of cost of service

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | Annual Plan | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| REVENUE | | | | | | | | | | | |
| Fees and Charges: | | | | | | | | | | | |
| Mighty River Domain | 682 | 760 | 706 | 777 | 734 | 785 | 741 | 788 | 744 | 791 | 748 |
| District Museums | 97 | 96 | 98 | 100 | 103 | 105 | 107 | 110 | 112 | 115 | 118 |
| District Libraries | 236 | 237 | 242 | 246 | 252 | 257 | 263 | 269 | 276 | 282 | 290 |
| District Pools | - | 229 | 469 | 558 | 570 | 582 | 596 | 609 | 624 | 639 | 656 |
| Cemeteries | 188 | 188 | 192 | 196 | 200 | 204 | 209 | 214 | 219 | 224 | 230 |
| Properties | 821 | 836 | 778 | 738 | 760 | 771 | 789 | 802 | 816 | 829 | 850 |
| Pensioner Housing & Own your Own Housing | 980 | 1,016 | 1,058 | 1,272 | 1,369 | 1,405 | 1,443 | 1,477 | 1,509 | 1,651 | 1,684 |
| Forestry | - | 2,400 | 17 | 10 | 8 | 4 | - | - | - | - | - |
| Rural Fire/Civil Defence | 97 | 159 | 162 | 165 | 169 | 172 | 176 | 181 | 185 | 189 | 194 |
| Waste Management | 159 | 205 | 212 | 220 | 211 | 209 | 209 | 212 | 217 | 222 | 227 |
| TOTAL REVENUE | 3,260 | 6,126 | 3,934 | 4,282 | 4,376 | 4,494 | 4,533 | 4,662 | 4,702 | 4,942 | 4,997 |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Parks and Reserves | 4,991 | 6,772 | 7,088 | 7,083 | 7,376 | 7,830 | 8,191 | 8,611 | 8,821 | 9,052 | 9,283 |
| Mighty River Domain | 1,138 | 1,586 | 1,584 | 1,613 | 1,651 | 1,695 | 1,748 | 1,784 | 1,797 | 1,849 | 1,876 |
| District Museums | 991 | 1,064 | 1,140 | 1,254 | 1,602 | 2,069 | 2,708 | 2,257 | 2,276 | 2,345 | 2,390 |
| District Libraries | 1,885 | 2,018 | 2,081 | 2,137 | 2,197 | 2,267 | 2,383 | 2,440 | 2,497 | 2,554 | 2,620 |
| District Pools | 1,847 | 2,277 | 4,256 | 4,773 | 4,946 | 5,120 | 5,241 | 5,324 | 5,442 | 5,535 | 5,537 |
| Heritage | 508 | 559 | 565 | 589 | 683 | 828 | 692 | 698 | 678 | 682 | 723 |
| Cemeteries | 313 | 352 | 358 | 359 | 362 | 373 | 382 | 392 | 403 | 413 | 425 |
| Public Toilets | 510 | 612 | 601 | 608 | 587 | 734 | 677 | 733 | 610 | 640 | 651 |
| Properties | 844 | 3,235 | 3,202 | 3,559 | 2,821 | 3,302 | 3,411 | 3,629 | 3,592 | 3,667 | 3,697 |
| Pensioner Housing & Own your Own Housing | 1,526 | 1,242 | 1,398 | 1,597 | 1,845 | 1,918 | 2,040 | 2,073 | 2,047 | 2,086 | 2,120 |
| Forestry | 93 | 2,344 | 174 | 116 | 80 | 78 | 80 | 90 | 92 | 97 | 106 |
| Civil Defence | 174 | 271 | 281 | 288 | 297 | 295 | 307 | 314 | 324 | 331 | 341 |
| Waste Management | 1,546 | 1,353 | 1,341 | 2,024 | 1,774 | 1,739 | 1,697 | 1,699 | 1,735 | 1,769 | 1,810 |
| National Cycle Centre of Excellence | 27 | 30 | 31 | 31 | 36 | 39 | 41 | 39 | 35 | 31 | 29 |
| TOTAL EXPENDITURE | 16,393 | 23,715 | 24,100 | 26,031 | 26,257 | 28,287 | 29,598 | 30,083 | 30,349 | 31,051 | 31,608 |
| OPERATING NET COST OF SERVICE | (13,133) | (17,589) | (20,166) | (21,749) | (21,881) | (23,793) | (25,065) | (25,421) | (25,647) | (26,109) | (26,611) |
| CAPITAL EXPENDITURE AND DEBT REPAYMENT | | | | | | | | | | | |
| Capital Expenditure (excluding Vested) | 15,152 | 21,912 | 10,142 | 8,913 | 14,626 | 11,930 | 8,127 | 3,729 | 3,556 | 2,257 | 8,288 |
| Debt Repayment (Internal) | 1,174 | 918 | 841 | 1,446 | 966 | 842 | 876 | 988 | 1,129 | 1,283 | 1,355 |
| TOTAL CAPITAL EXPENDITURE AND DEBT REPAYMENT | 16,326 | 22,830 | 10,983 | 10,359 | 15,592 | 12,772 | 9,003 | 4,717 | 4,685 | 3,540 | 9,643 |

Capital expenditure

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|---|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| To Meet Additional Demand | | | | | | | | | | | |
| Buffer Reserve Land Purchase | 105 | - | - | - | - | - | - | - | - | - | - |
| Reserve Purchases - Developments | 150 | 150 | 153 | 156 | 159 | 163 | 167 | 171 | 175 | 179 | 183 |
| Playground Reserve Land Cambridge North | 420 | 431 | - | - | - | - | - | - | - | - | - |
| Playground on Neighbourhood Reserve Cambridge North | - | 57 | 59 | 60 | - | - | - | - | - | - | - |
| Cambridge Growth Cells Reserves (C1, C2 and C3) | - | - | 1,000 | - | 3,189 | - | - | - | - | - | - |
| Cambridge Growth Cells Playgrounds (C2 and C3) | - | - | - | - | - | 272 | - | - | - | - | - |
| Total Capital Expenditure to Meet Additional Demand | 675 | 638 | 1,212 | 216 | 3,348 | 435 | 167 | 171 | 175 | 179 | 183 |
| To Improve Level of Service | | | | | | | | | | | |
| Cambridge Town Pool Development | 7,613 | 12,904 | 2,000 | - | - | - | - | - | - | - | - |
| Cambridge Pool Playground | - | - | 15 | 83 | - | - | - | - | - | - | - |
| Cambridge Town Hall Upgrades | 37 | - | - | - | - | 2,172 | 2,222 | - | - | - | - |
| Destination Playgrounds | - | 305 | 138 | 45 | 664 | - | - | - | - | - | - |
| Reserve Developments | 134 | 253 | 369 | 417 | 394 | 277 | 167 | 92 | 36 | 632 | 37 |
| Castleton Park - Sports Fields | 149 | - | - | - | 1,595 | - | - | - | - | - | - |
| Cambridge Town Belt Development | - | 50 | - | 47 | 21 | 141 | - | - | - | - | - |
| Waipuke Park Development | - | 100 | 122 | 88 | 53 | 163 | 111 | 114 | - | - | - |
| Karapiro Domain Improvements | - | 190 | 41 | 94 | - | 54 | - | - | - | - | - |
| Discretionary Community Facility Projects | 53 | - | - | - | - | - | - | - | - | - | - |
| Cycling / Pedestrian Interface with Reserves | - | - | - | - | 56 | - | - | - | - | - | - |
| Lake Ngारoto - Heritage Restoration | 168 | 261 | 117 | 437 | 207 | - | - | - | 128 | 18 | - |
| Kakepuku - Interpretation & Restoration | - | 5 | 2 | 16 | - | - | - | 6 | - | - | 6 |
| Lake Rotopiko Heritage Development | - | - | 5 | 36 | 48 | 22 | - | - | 372 | 60 | - |
| Peat Lake Programme | - | 5 | 5 | 5 | - | - | 6 | 6 | 6 | - | - |
| Lake Mangakaware - Restoration & Development | 79 | - | 26 | - | - | - | - | - | - | - | - |
| Matakitaki Access & Restoration | 33 | - | - | - | - | 16 | 27 | - | 87 | - | - |
| Rata-Tu Reserve Implementation of Management Plan | 63 | - | - | - | - | - | - | - | - | - | - |
| Waiari Pa - Access & Restoration Planning | - | 5 | - | - | 37 | - | - | - | - | - | - |
| Pukemako A & B - Planning & Restoration | - | 15 | 17 | - | - | 16 | 91 | 14 | - | - | - |
| Land Wars - Site Interpretation & Facilities | - | 12 | 117 | 31 | - | - | - | - | - | - | - |
| Flour Mill Sites - Access & Interpretation | - | 15 | 15 | 16 | - | - | - | - | - | - | - |
| Mt Pirongia - collaboration with DOC | - | 45 | - | 26 | - | - | - | - | - | - | - |
| Land Acquisition - Structure Plan areas Karapiro Gully etc. | - | 250 | 255 | 260 | 266 | - | - | - | - | - | - |
| Land Acquisition - Esplanade Reserves | - | 100 | 102 | 104 | 106 | 109 | 111 | 114 | 116 | 119 | 122 |
| Taylor/Vogel Street Development - Property | 1,194 | - | - | - | - | - | - | - | - | - | - |
| Addison Street Development - Property | 909 | - | - | - | - | - | - | - | - | - | - |
| Colgan Street Development - Property | - | 650 | - | - | - | - | - | - | - | - | - |
| Te Rahu Road Development - Property | - | - | 265 | - | - | - | - | - | - | - | - |

Capital expenditure (continued)

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|---|---------------|---------------|---------------|--------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|
| | Annual Plan | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| Karapiro Minor Assets (Don Rowlands Centre) | 16 | | | | | | | | | | |
| Cycling - Te Awamutu/Ngaroto/Pirongia Connection | - | 917 | - | 1,101 | 1,125 | - | - | - | - | - | - |
| Upgrade Site Managers House - Mighty River Domain | - | | | | | | | | | | |
| Children's Playground - Mighty River Domain | 42 | | | | | | | | | | |
| Public Conveniences - New Toilet Blocks | 53 | 134 | 163 | 83 | - | 145 | - | - | 93 | - | - |
| Purchase of Own Your Own Units | 200 | - | - | - | - | - | - | - | - | - | - |
| Renew Pensioner Housing - Palmer Street | 1,800 | - | - | - | - | - | - | - | - | - | - |
| Pensioner Housing - Upgrades and New Buildings | 314 | 2,940 | 2,754 | 2,124 | - | - | - | - | - | - | - |
| Purchase of land for Te Awamutu Western Arterial | 300 | - | - | - | 532 | - | 556 | - | 582 | - | 612 |
| Storage Facilities for Climax Engine | - | 100 | 408 | - | - | - | - | - | - | - | - |
| Purchase of Land for Te Awamutu Hub Development | - | 200 | 204 | 208 | - | 469 | - | - | 797 | - | - |
| Design and Built Discovery Centre | - | 60 | 61 | 2,082 | 4,316 | 5,864 | - | - | - | - | - |
| Discovery Centre - Exhibition Planning, Design, Development & Install | - | - | - | 68 | 747 | 759 | 705 | - | - | - | - |
| Te Awamutu Community Hub - External Social Space between Library | - | - | - | - | - | - | 1,778 | 1,819 | - | - | - |
| Heritage Showcase Sites | - | 500 | 622 | - | - | - | - | - | - | - | - |
| Te Awamutu Community Hub Precinct | 430 | 25 | 10 | - | 11 | 11 | 144 | - | - | - | - |
| Selwyn Park Events Space | - | - | - | - | 16 | - | - | 114 | - | - | - |
| Erosion Control and Amenity Enhancement | - | 120 | - | 125 | - | 130 | - | 136 | - | 143 | - |
| Construction of New Cambridge Library | - | - | - | - | - | - | - | - | - | - | 6,115 |
| Te Awa - Gaslight - Linkage & Development | - | - | - | - | - | 22 | 889 | - | - | - | - |
| Library RFID Technology | - | - | - | - | - | 109 | 4 | 4 | 4 | 4 | 4 |
| Total Capital Expenditure to Improve Level of Service | 13,587 | 20,161 | 7,833 | 7,496 | 10,194 | 10,479 | 6,811 | 2,419 | 2,221 | 976 | 6,896 |
| To Replace Existing Assets | | | | | | | | | | | |
| Parks Renewals | 115 | 90 | 92 | 94 | 96 | 98 | 100 | 102 | 105 | 107 | 110 |
| Playground Equipment & Safety Surfaces Renewal | 48 | 57 | 58 | 59 | 61 | 62 | 63 | 65 | 66 | 68 | 70 |
| Parks Structure Renewals | 132 | 57 | 58 | 59 | 61 | 62 | 63 | 65 | 66 | 68 | 70 |
| Karapiro / Arapuni Lakes Programme | 176 | - | - | 21 | 43 | - | - | - | - | - | - |
| Plant Replacement - Mighty River Domain | 14 | 12 | 36 | 52 | 16 | 14 | 22 | 40 | 41 | 14 | 16 |
| Library Books | 342 | 347 | 354 | 362 | 369 | 377 | 386 | 395 | 404 | 414 | 425 |
| District Pools - Asset Renewals | - | 124 | 154 | 126 | 98 | 56 | 160 | 109 | 83 | 50 | 127 |
| Pensioner Housing Renewals | - | 300 | 306 | 312 | 319 | 326 | 333 | 341 | 349 | 358 | 367 |
| Carpark Renewals | 63 | 126 | 39 | 116 | 21 | 21 | 22 | 22 | 46 | 23 | 24 |
| Total Capital Expenditure to Replace Existing Assets | 890 | 1,113 | 1,097 | 1,201 | 1,084 | 1,016 | 1,149 | 1,139 | 1,160 | 1,102 | 1,209 |
| TOTAL CAPITAL EXPENDITURE | 15,152 | 21,912 | 10,142 | 8,913 | 14,626 | 11,930 | 8,127 | 3,729 | 3,556 | 2,257 | 8,288 |

Funding impact statement

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Annual Plan | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual general charges, rates penalties | 9,845 | 12,143 | 13,985 | 14,790 | 15,465 | 17,272 | 17,806 | 18,251 | 18,532 | 19,001 | 19,460 |
| Targeted rates | 4,654 | 4,730 | 5,391 | 5,332 | 5,563 | 5,733 | 6,179 | 6,071 | 6,167 | 6,203 | 6,385 |
| Subsidies and grants for operating purposes | 11 | 11 | 11 | 11 | 11 | 12 | 12 | 12 | 12 | 13 | 13 |
| Fees and charges | 3,247 | 5,997 | 3,852 | 4,208 | 4,314 | 4,438 | 4,479 | 4,607 | 4,649 | 4,891 | 4,953 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees, and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of operating funding (A) | 17,757 | 22,881 | 23,239 | 24,341 | 25,353 | 27,455 | 28,476 | 28,941 | 29,360 | 30,108 | 30,811 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | 12,855 | 16,701 | 16,402 | 17,388 | 17,500 | 18,490 | 18,750 | 18,683 | 19,040 | 19,708 | 20,157 |
| Finance costs | 280 | 695 | 1,273 | 1,414 | 1,976 | 2,452 | 2,904 | 3,290 | 3,109 | 2,871 | 2,863 |
| Internal charges and overheads applied | 2,277 | 2,835 | 3,072 | 3,199 | 3,331 | 3,454 | 3,636 | 3,690 | 3,737 | 3,791 | 3,855 |
| Other operating funding applications | 297 | 298 | 304 | 905 | 446 | 424 | 411 | 421 | 431 | 441 | 453 |
| Total applications of operating funding (B) | 15,709 | 20,529 | 21,051 | 22,906 | 23,253 | 24,820 | 25,701 | 26,084 | 26,317 | 26,811 | 27,328 |
| Surplus (deficit) of operating funding (A - B) | 2,048 | 2,352 | 2,188 | 1,435 | 2,100 | 2,635 | 2,775 | 2,857 | 3,043 | 3,297 | 3,483 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | 2,199 | 2,099 | 509 | 42 | 2,551 | 2,606 | - | - | - | - | - |
| Development and financial contributions | 307 | 544 | 504 | 649 | 749 | 709 | 747 | 659 | 682 | 683 | 662 |
| Increase (decrease) in debt | - | - | - | - | - | - | - | - | - | - | - |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 2,506 | 2,643 | 1,013 | 691 | 3,300 | 3,315 | 747 | 659 | 682 | 683 | 662 |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure | | | | | | | | | | | |
| - to meet additional demand | 675 | 638 | 1,212 | 216 | 3,348 | 435 | 167 | 171 | 175 | 179 | 183 |
| - to improve the level of service | 13,587 | 20,161 | 7,833 | 7,496 | 10,194 | 10,479 | 6,811 | 2,419 | 2,221 | 976 | 6,896 |
| - to replace existing assets | 890 | 1,113 | 1,097 | 1,201 | 1,084 | 1,016 | 1,149 | 1,139 | 1,160 | 1,102 | 1,209 |
| Increase (decrease) in reserves | (10,598) | (16,917) | (6,941) | (6,787) | (9,226) | (5,980) | (4,605) | (213) | 169 | 1,723 | (4,143) |
| Increase (decrease) of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | 4,554 | 4,995 | 3,201 | 2,126 | 5,400 | 5,950 | 3,522 | 3,516 | 3,725 | 3,980 | 4,145 |
| Surplus (deficit) of capital funding (C - D) | (2,048) | (2,352) | (2,188) | (1,435) | (2,100) | (2,635) | (2,775) | (2,857) | (3,043) | (3,297) | (3,483) |
| Funding balance ((A - B) + (C - D)) | - | - | - | - | - | - | - | - | - | - | - |

Transportation

The Transportation group is the primary service provider for the provision of the local transport network.

Why we do it



To ensure the ongoing provision of an adequate local transport network which supports the transportation of people, goods, and services as an integral part of everyday community activity.

Our transportation group oversees a range of the district’s core infrastructure assets and services including;

Roads & Structures; The Waipa district road network covers 1098km of sealed and unsealed roads, 227 bridges (including stock underpasses) and structures such as retaining walls and bus shelters. Increases in the network length generally come from the development of new roads in subdivisions. The NZ Transport Agency is responsible for the State Highway network.

In addition to our maintenance and renewal programs, traffic growth is a major factor in our planning. We are spending \$500,000 annually to seal gravel roads and as seal extension work is completed there will be future demand for resealing these roads.

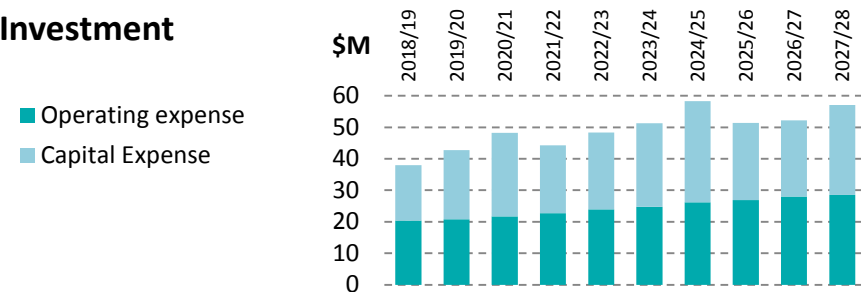
Road safety is a key driver in shaping our programme of works, including implementation of speed management, intersection improvements and addressing deficiencies in the network. We provide road safety education within Waipa and also contribute financially towards regional community road safety projects.

Footpaths & Cycleways; We manage 256km of surfaced footpaths, these

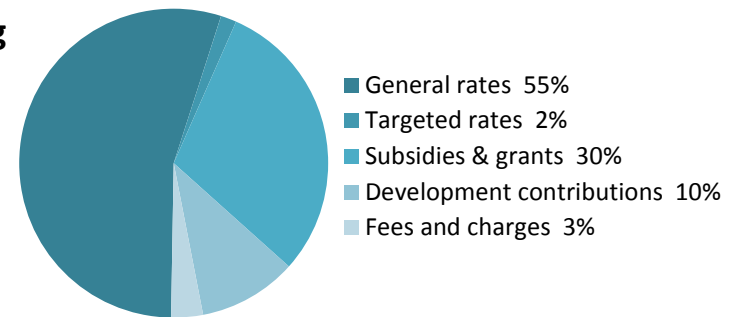
are usually provided on both sides of the road in high use urban areas, and on one side only in lower use areas.

In the coming ten years, the ongoing development of our walking and cycleway network will provide alternatives to vehicle use. Additionally, we are investing in a rural scenic linkage between Te Awamutu, Ngaroto and Pirongia and the completion of the Te Awa Waikato River cycleway toward Hamilton.

Investment



Funding



Signage & Traffic Facilities; Signs range from information signs identifying street names and public facilities to permanent warning signs and regulatory signs that are legally required. Guardrails are provided to stop vehicles leaving the road and sight rails provide identification of hazards.

Street Lighting; Street lights are provided in all urban areas of the district and there are flag lights at the intersections of major rural roads for easy identification and safety reasons. Lighting is provided in amenity areas like car parks, reserves and under veranda lighting in the central business districts.

Amenity; The Transportation group’s projects include developing and maintaining town and village centres, entrances and verges. The presentation of these areas contribute to an attractive living and commercial environment for the district and is receiving increased focus in this 10-Year plan with particular emphasis on the streets surrounding the Te Awamutu hub and the Cambridge town centre which has been affected by the opening of the bypass.

We manage a large number of car parks in the central business district areas, sporting facilities, reserves and community areas. The car parks will be maintained, reconstructed and resurfaced as necessary during the period of the plan.

A number of national and regional policy statements influence our transportation programme.

- Government Policy Statement on Land Transport Funding
- National Land Transport Programme
- Waikato Regional Land Transport Strategy
- Waikato Regional Public Transport Plan
- Waikato Regional Land Transport Programme

- Waikato Regional Policy Statement.

In response to these plans and strategies, we have developed the Waipa Integrated Transport Strategy. It provides the local strategic framework for effective and sustainable transportation planning and network management. In addition, the Waikato Mayoral Forum established a strategic accord to work together to identify improvements and best practice (RATA).

How the Transportation Group helps deliver our community outcomes

Economically progressive

✓ *Our services are acknowledged as excellent value for money*



Environmental & cultural champions

✓ *We are recognised as an environmental and cultural leader*



Socially responsible

✓ *Waipa offers an excellent quality of life*



The key strategic issues influencing our transportation investment this 10-Year Plan are;

- **Accommodating growth** – this will require approximately \$25M worth of upgrades to existing roading assets over 10 years. Properly planned infrastructure will prevent congestion and crashes at intersections and we will maintain the high quality urban environment. This is a key issue identified in item 4.2.4 of our

Infrastructure Strategy.

- **Managing road user risks** - Some parts of our network expose users to risks of death or serious injury. We want to reduce this high social and economic cost and influence user behaviour to reduce the risk. This is a key issue identified in item 4.1.2 of our Infrastructure Strategy.
- **Integration of State Highway changes and increasing freight** Completion of the Waikato expressway by 2020 has potential to alter current travel patterns. The changes can be positive in terms of connectivity to the expressway and induced economic growth, but there is also a financial cost for Waipa to fund depreciation and operation of new local roads. This is a key issue identified in item 4.5.1 of our Infrastructure Strategy.
- **Network resilience** - Damage to Waipa's bridges could significantly disrupt access, water supplies and communications for the whole community, industries and freight. Understanding bridge resilience and providing a reasonable level of security is an important challenge. This is a key issue identified in item 4.4.2 of our Infrastructure Strategy.
- **Accommodating urban intensification and an aging population** - By 2041, 70% of Waipa's residents will live in urban areas and 33% of the population may be over 65. Reduced car ownership and an aging

population will see more demand for other modes of transport. We will see greater demand for good footpaths, street lighting, cycleways, and road crossings, and the removal of barriers presented by steps and steep path grades. We are already seeing a demand for better local public transport services.

- **CBD parking demand is increasing** - Economic growth has seen greater demand for parking in Te Awamutu and Cambridge CBDs, leading to increasing calls for time limit enforcement and greater parking provision. Addressing this challenge will ensure growth is not blocked, parking investment is effective and our communities remain satisfied with service provision.
- **Building and retaining transportation management expertise** - Our challenge is to build and maintain the right skills and resource level to deliver transport services and growth aspirations of the district.
- **Choosing optimal levels of service** - Performance measures and customer satisfaction surveys suggest that Waipa's transport infrastructure is providing a very good level of service. The challenge is to understand whether levels of service are about right or whether we are over delivering and hence spending too much on some services. Good information about the condition and performance of our assets will allow us to make decisions to ensure investment levels are optimal.

Potential negative effects

| Risk | How we are addressing this |
|--|---|
| Poorly planned transport networks can result in congestion, wasting time and money for users, noise pollution, air pollution and visual disturbance. | We have prepared a transport strategy to ensure transport infrastructure and land use planning are tightly integrated. We will use the Waikato Regional Transportation Model to assist in optimising the efficiency of the network. |
| Increase in traffic crashes. | We have a road safety education programme, we monitor road safety performance and we make safety improvements to the roading network. |
| Road construction can cause erosion, damage to flora and fauna, noise, pollution, and impacts on places of cultural, historical and archaeological importance. | Potential risks are managed through adhering to industry best practice and by ensuring contractors who undertake the work are suitably qualified. |
| Run off from road surfaces may contain pollutants. | This is managed in sensitive urban environments through the design and operation of our stormwater system. |

Our levels of service and performance measures

Our Transport Activity Management Plan details changes to our levels of services, including;

- **Footpaths and Cycleways;** Residents wish to see more footpaths particularly in the smaller villages where there are still streets with no footpaths. Mobility device users and disabled users wish to see better crossing points and wider footpaths.
- **Sealed Network;** Residents and Councillors wish to continue sealing metal roads.
- **Township Amenity;** Improving amenity values in the road corridor through paving, landscaping, higher maintenance LOS in both town centres and at town entrances.
- **Street Lighting;** Efficiency and illumination levels are being improved through the LED replacement programme and additional lights at high user/ conflict areas to improve road safety.
- **Pavement Renewal;** Historic efforts have provided a network in better condition than peer districts and the national average. There is opportunity to reduce renewal work while still maintaining adequate LOS.

We have introduced new performance measures covering the number of public transport users and the length of cycleways built.

| What You Can Expect From Us | How we measure success | Result for 2016/17 | Performance Target | | | | |
|--|---|--------------------|-----------------------|---------------------|---------------------|---------------------|--------------------------------------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 | |
| Roads are designed and managed to reduce the risk of harm to users | Number of deaths and serious injuries on Waipa local roads per annum (five year average). | 18.2 | < Prior Year Result | < Prior Year Result | < Prior Year Result | < Prior Year Result | |
| | The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network. [M] | -3 | Decrease | Decrease | Decrease | Decrease | |
| The existing network is well maintained | The percentage of the sealed local road network that is resurfaced. ³⁶ [M] | 94.6% | 75%-120% | 75%-120% | 75%-120% | 75%-120% | |
| | The percentage of footpaths whose condition meets the desired minimum standard for condition. ³⁷ [M] | 98.56 | >90% | >90% | >90% | >95% | |
| | The percentage of vehicle kilometres travelled on smooth sealed local roads. ³⁸ [M] | 89% ³⁹ | 88.5% | 88.0% | 87.5% | 87.0% | |
| We are responsive to roading issues raised by the community | The % of customer service requests relating to roads & footpaths within the time frame specified in the long term plan. ⁴⁰ [M] | 94.78% | 90% | 90% | 90% | 90% | |
| Alternative transport options are available and promoted | % (by length) of urban roads ⁴¹ which have a footpath on at least one side | | 85.48% | 86% | 86.5% | 87.0% | 87.5% |
| | Usage of the ratepayer funded passenger transport services | Bus ⁴² | 116,417 ⁴³ | > Prior Year Result | > Prior Year Result | > Prior Year Result | Usage of ratepayer funded services |
| | | Total Mobility | New measure | - | > Prior Year Result | > Prior Year Result | |
| | Length of new cycling facilities built annually ⁴⁴ | | New measure | 4.15km | 4.15km | 2.35km | Total 15.05km. Avg 2.15 km per year. |

[M] = DIA mandatory measure

³⁶ As compared to the average annual target set in the Asset Management Plan (82.6 centre line km per year)

³⁷ Full wording of mandatory measure is: The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its annual plan, activity management plan, asset management plan, annual works program or long term plan). For Waipa DC this is based on a five point scale (excellent, good, average, poor and very poor) the percentage will be the length of footpath recorded as average, good or excellent condition grade.

³⁸ Full wording of mandatory measure is: The average quality of ride on a sealed local road network, measured by smooth travel exposure.

³⁹ Result not included in Annual Report as reporting on this measure is dependent upon an externally supplied and managed system. An issue with that system has resulted with two results being reported; one being 96% and the other being 90%. DIA have now indicated which report result they would recommend using (the one producing the 90% result). Report has been rerun as condition data collected in June 2017 is now in RAMM, result is now 89%.

⁴⁰ Full wording of mandatory measure is: The percentage of customer service requests relating to roads & footpaths to which the territorial authority responds within the time frame specified in the long term plan - 10 Working Days.

⁴¹ Urban roads defined as those with a speed limit of 70 kilometres/hr or less

⁴² Te awamutu and Cambridge services to Hamilton

⁴³ 2016/17 result not audited as part of Annual Report

⁴⁴ Council constructed only excluding vested.

Statement of cost of service

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|---|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| REVENUE | | | | | | | | | | | |
| Fees, charges and NZTA subsidy | 7,658 | 7,478 | 8,132 | 8,768 | 8,310 | 9,160 | 10,299 | 10,364 | 8,710 | 8,918 | 9,253 |
| Finance Income | - | 88 | 98 | 98 | 110 | 126 | 120 | 127 | 125 | 99 | 78 |
| TOTAL REVENUE | 7,658 | 7,566 | 8,230 | 8,866 | 8,420 | 9,286 | 10,419 | 10,491 | 8,835 | 9,017 | 9,331 |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Depreciation and Amortisation | 10,761 | 9,523 | 9,726 | 10,388 | 10,724 | 11,468 | 11,753 | 12,664 | 12,999 | 13,940 | 14,148 |
| Activity Expenses | 8,576 | 8,581 | 8,548 | 8,690 | 9,069 | 9,291 | 9,528 | 9,855 | 10,148 | 10,404 | 10,771 |
| Internal charges and Overheads | 1,484 | 1,476 | 1,577 | 1,587 | 1,598 | 1,706 | 1,803 | 1,883 | 1,937 | 1,983 | 2,007 |
| Finance Costs | 351 | 865 | 952 | 1,027 | 1,310 | 1,448 | 1,676 | 1,844 | 1,864 | 1,655 | 1,603 |
| TOTAL EXPENDITURE | 21,172 | 20,445 | 20,803 | 21,692 | 22,701 | 23,913 | 24,760 | 26,246 | 26,948 | 27,982 | 28,529 |
| OPERATING NET COST OF SERVICE | (13,514) | (12,879) | (12,573) | (12,826) | (14,281) | (14,627) | (14,341) | (15,755) | (18,113) | (18,965) | (19,198) |
| CAPITAL EXPENDITURE AND DEBT REPAYMENT | | | | | | | | | | | |
| Capital Expenditure (excluding Vested) | 11,308 | 11,338 | 15,621 | 17,751 | 14,242 | 16,887 | 18,703 | 24,173 | 15,300 | 15,426 | 20,420 |
| Vested Assets | 1,464 | 5,401 | 5,408 | 7,714 | 6,415 | 6,478 | 6,795 | 6,909 | 6,947 | 7,282 | 7,261 |
| Debt Repayment (Internal) | 2,100 | 862 | 1,023 | 986 | 1,890 | 1,022 | 1,370 | 1,053 | 2,283 | 1,759 | 909 |
| TOTAL CAPITAL EXPENDITURE AND DEBT REPAYMENT | 14,872 | 17,601 | 22,052 | 26,451 | 22,547 | 24,387 | 26,868 | 32,135 | 24,530 | 24,467 | 28,590 |

Capital expenditure

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | Annual Plan | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| To Meet Additional Demand | | | | | | | | | | | |
| Cambridge North Capital Projects | 100 | - | 256 | 1,326 | - | - | - | - | - | - | - |
| Cambridge Growth Cells (C1,C2 and C3) incls Land Purchase | - | - | 1,789 | 1,826 | - | - | - | 3,501 | 589 | 1,876 | 622 |
| Hautapu Structure Plan and Cycleway | - | 800 | 818 | 835 | 2,029 | 1,975 | - | - | - | - | - |
| St Leger and Kihikihi Road | - | - | 256 | 261 | - | - | - | - | 271 | 605 | 4,192 |
| Picquet Hill Plan Change Rooding | - | - | 77 | 496 | - | - | - | - | - | - | - |
| Frontier Road Plan Change | - | - | - | 104 | 459 | - | - | - | - | - | - |
| Urban Upgrades - Development Related | 103 | 50 | 51 | 52 | 53 | 328 | 1,624 | 3,214 | 3,298 | 61 | 62 |
| Village Growth Transportation Programme | - | - | - | - | - | 137 | - | 144 | - | 151 | - |
| Total Capital Expenditure to Meet Additional Demand | 203 | 850 | 3,247 | 4,900 | 2,541 | 2,440 | 1,624 | 6,859 | 4,158 | 2,693 | 4,876 |
| To Improve Level of Service | | | | | | | | | | | |
| Seal Extensions | 628 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 |
| New Footpaths | 66 | 120 | 123 | 125 | 128 | 55 | 56 | 57 | 59 | 61 | 62 |
| Car Park Improvements | 54 | 50 | 51 | 52 | 53 | 55 | 56 | 57 | 59 | 61 | 62 |
| Town Concept Plans and Streetscape Implementation | - | 1,405 | 1,482 | 543 | 1,041 | 629 | 812 | 1,808 | 59 | - | 62 |
| Passenger Transport Infrastructure | 10 | - | - | 21 | - | 11 | - | 11 | - | 12 | - |
| Street Light Improvements | 445 | 350 | 358 | 365 | 374 | 383 | 224 | 230 | 236 | 242 | 249 |
| Cycle Projects District Wide | 1,586 | 350 | 716 | 695 | 53 | 1,932 | 1,978 | 2,027 | 59 | 61 | 62 |
| CBD Accessibility Improvements | 153 | 20 | 20 | 230 | 342 | 350 | 358 | 1,286 | 1,319 | 1,355 | 1,393 |
| Cambridge Bypass Rooding Improvements | - | 460 | 1,533 | 2,443 | - | 109 | 918 | 2,640 | 130 | 811 | 560 |
| Major Improvements | - | 100 | 204 | 240 | 427 | 2,626 | 3,270 | 230 | - | 702 | 3,384 |
| Bridge Footpath Widening | 20 | 20 | - | - | - | - | 616 | - | - | - | - |
| Associated Improvements | 500 | - | - | - | - | - | - | - | - | - | - |
| Minor Improvements | 519 | 850 | 885 | 887 | 925 | 930 | 1,250 | 1,263 | 1,315 | 1,331 | 1,388 |
| Total Capital Expenditure to Improve Level of Service | 3,981 | 4,225 | 5,872 | 6,101 | 3,843 | 7,580 | 10,038 | 10,109 | 3,736 | 5,136 | 7,722 |
| To Replace Existing Assets | | | | | | | | | | | |
| Footpath Renewals | 325 | 403 | 426 | 449 | 442 | 429 | 439 | 450 | 462 | 475 | 488 |
| Amenity Lighting Renewals | 2 | - | - | - | - | - | - | - | - | - | - |
| Car Park Renewals | 75 | 35 | 36 | 37 | 37 | 38 | 39 | 40 | 41 | 42 | 44 |
| Drainage Renewals | 390 | 380 | 363 | 371 | 379 | 388 | 398 | 408 | 418 | 430 | 442 |
| Sealed Road Resurfacing | 2,867 | 2,450 | 2,606 | 2,662 | 2,670 | 2,735 | 2,800 | 2,870 | 2,945 | 3,025 | 3,110 |
| Unsealed Road Metalling | 97 | 60 | 61 | 63 | 64 | 66 | 67 | 69 | 71 | 73 | 75 |
| Bridge Renewals | - | - | - | - | 1,335 | - | - | - | - | - | - |
| Pavement Rehabilitation | 3,000 | 2,550 | 2,606 | 2,662 | 2,723 | 2,790 | 2,856 | 2,927 | 3,004 | 3,086 | 3,172 |
| Structures Component Renewal | 285 | 300 | 307 | 418 | 107 | 328 | 336 | 344 | 353 | 363 | 373 |
| Traffic Services Renewals | 25 | 25 | 26 | 26 | 27 | 27 | 28 | 29 | 29 | 30 | 31 |
| Bus Shelter Renewals | 8 | 10 | - | 10 | - | 11 | - | 11 | - | 12 | - |
| Cycleway Renewals | - | - | 20 | - | 21 | - | 22 | - | 24 | - | 25 |
| Guardrail Renewals | 50 | 50 | 51 | 52 | 53 | 55 | 56 | 57 | 59 | 61 | 62 |
| Total Capital Expenditure to Replace Existing Assets | 7,124 | 6,263 | 6,502 | 6,750 | 7,858 | 6,867 | 7,041 | 7,205 | 7,406 | 7,597 | 7,822 |
| TOTAL CAPITAL EXPENDITURE | 11,308 | 11,338 | 15,621 | 17,751 | 14,242 | 16,887 | 18,703 | 24,173 | 15,300 | 15,426 | 20,420 |

Funding impact statement

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Annual Plan | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual general charges, rates penalties | 9,649 | 10,939 | 11,725 | 12,606 | 13,823 | 14,304 | 15,371 | 16,434 | 16,410 | 17,138 | 17,847 |
| Targeted rates | 2,814 | 1,383 | 670 | 299 | 291 | 296 | 296 | 299 | 294 | 304 | 294 |
| Subsidies and grants for operating purposes | 2,859 | 2,968 | 2,912 | 2,929 | 3,034 | 3,097 | 3,172 | 3,280 | 3,376 | 3,443 | 3,577 |
| Fees and charges | 632 | 688 | 724 | 765 | 810 | 857 | 905 | 962 | 1,023 | 1,068 | 1,123 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees, and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of operating funding (A) | 15,954 | 15,978 | 16,031 | 16,599 | 17,958 | 18,554 | 19,744 | 20,975 | 21,103 | 21,953 | 22,841 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | 7,636 | 7,577 | 7,521 | 7,641 | 8,000 | 8,193 | 8,404 | 8,701 | 8,969 | 9,188 | 9,522 |
| Finance costs | 351 | 865 | 952 | 1,027 | 1,310 | 1,448 | 1,676 | 1,844 | 1,864 | 1,655 | 1,603 |
| Internal charges and overheads applied | 1,484 | 1,523 | 1,577 | 1,587 | 1,598 | 1,706 | 1,780 | 1,883 | 1,937 | 1,983 | 2,007 |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | 9,471 | 9,965 | 10,050 | 10,255 | 10,908 | 11,347 | 11,860 | 12,428 | 12,770 | 12,826 | 13,132 |
| Surplus (deficit) of operating funding (A - B) | 6,483 | 6,013 | 5,981 | 6,344 | 7,050 | 7,207 | 7,884 | 8,547 | 8,333 | 9,127 | 9,709 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | 4,168 | 3,822 | 4,496 | 5,076 | 4,468 | 5,207 | 6,222 | 6,123 | 4,313 | 4,407 | 4,553 |
| Development and financial contributions | 686 | 1,207 | 1,912 | 2,847 | 3,287 | 3,264 | 3,328 | 3,036 | 3,107 | 2,860 | 2,822 |
| Increase (decrease) in debt | - | - | - | - | - | - | - | - | - | - | - |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 4,854 | 5,029 | 6,408 | 7,923 | 7,755 | 8,471 | 9,550 | 9,159 | 7,420 | 7,267 | 7,375 |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure | | | | | | | | | | | |
| - to meet additional demand | 203 | 850 | 3,247 | 4,900 | 2,541 | 2,440 | 1,624 | 6,859 | 4,158 | 2,693 | 4,876 |
| - to improve the level of service | 3,981 | 4,225 | 5,872 | 6,101 | 3,843 | 7,580 | 10,038 | 10,109 | 3,736 | 5,136 | 7,722 |
| - to replace existing assets | 7,124 | 6,263 | 6,502 | 6,750 | 7,858 | 6,867 | 7,041 | 7,205 | 7,406 | 7,597 | 7,822 |
| Increase (decrease) in reserves | 29 | (296) | (3,232) | (3,484) | 563 | (1,209) | (1,269) | (6,467) | 453 | 968 | (3,336) |
| Increase (decrease) of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | 11,337 | 11,042 | 12,389 | 14,267 | 14,805 | 15,678 | 17,434 | 17,706 | 15,753 | 16,394 | 17,084 |
| Surplus (deficit) of capital funding (C - D) | (6,483) | (6,013) | (5,981) | (6,344) | (7,050) | (7,207) | (7,884) | (8,547) | (8,333) | (9,127) | (9,709) |
| Funding balance ((A - B) + (C - D)) | - | - | - | - | - | - | - | - | - | - | - |

Stormwater

We are the primary service provider for managing stormwater in urban areas. Council maintains all of Waipa’s public rural drains.

Why we do it



To ensure the adverse effects of stormwater run-off and flooding on the community and the environment are minimised.

The stormwater network infrastructure is a core service of Council and is recognised by our Significance and Engagement Policy as a significant activity. The three waters network (stormwater, wastewater and water supply) is one of our strategic priorities.

A sub-regional Three Water’s Strategy has been prepared by the Future Proof partnership to provide an overarching framework for the development and maintenance of our water infrastructure. This strategy has an action plan which is being implemented by the partnership councils.

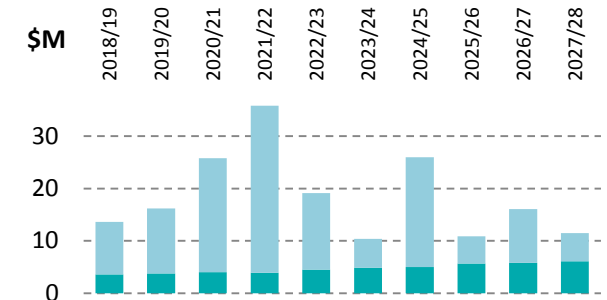
Waipa maintains stormwater assets worth \$98 million and consisting of 158 kilometres of pipes, 2,944 manholes and other related structures such as open drains, streams, swales, soak systems and retention structures. An appropriately managed system will limit the impacts of flooding and ensure that stormwater discharges to waterways are free from contaminants.

Our stormwater assets vary from new to 80 years of age and a renewal programme to maintain the condition of the infrastructure is included in this 10-Year Plan along with a programme to carry out pipe condition and assessments.

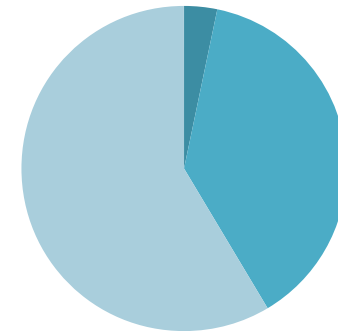
We need to invest significantly in stormwater infrastructure to ensure the development areas planned in the North and East of Cambridge have adequate storage, treatment and discharge. Purchasing the land required and constructing the needed infrastructure will cost more than \$90 million over several years, however this will be primarily funded through development contributions.

Investment

■ Operating expense
■ Capital Expense



Funding



■ General rates 3%
■ Targeted rates 38%
■ Development contributions 59%

Over recent years regulatory compliance and best practice for stormwater design has resulted in the installation of a large number of high maintenance stormwater systems. These include infiltration devices, swales, and detention ponds. The maintenance cost of these types of structures is expected to add significantly to the ongoing cost of providing this service.

Controlling the cost of services will continue to be a challenge, in particular construction price increases, new treatment technologies and increases in costs associated with environmental compliance.

The key strategic issues influencing our stormwater investment this 10-Year Plan are;

- **Protecting the health and safety of the community** - This is also a key issue identified in item 4.1.1 of our Infrastructure Strategy.
- **Changing environmental climate** - The increased frequency of intense rainfall events is changing stormwater management conditions. The environmental and economic risks are noted as key issues in item 4.3.3 of the Infrastructure Strategy.
- **Protecting the Natural Environment** - Our older infrastructure will struggle to meet the increasingly stringent legislative requirements to protect the natural environment. Retrospectively mitigating the effects of historical practices (i.e. stormwater being discharged directly into streams and the Waikato River) is difficult due to a lack of land available for treatment.
- **Future growth and demand** – As detailed in item 4.2.3 of our Infrastructure Strategy, Growth is driving three issues:
 - Fragmented growth requires multiple stormwater treatment devices contributing to increased operations and maintenance costs.
 - New infrastructure is now required to enable growth and

- development activity to continue.
- Recent industry developments in the district have had very different treatment requirements.
- **River Co-Management** - With the introduction of the Te Ture Whaimana o Te Awa o Waikato – Vision and Strategy for the Waikato River and the river acts, there is a requirement for co-management of the River. The stormwater activity currently relies upon the streams and the Waikato River as a disposal mechanism for stormwater.
- **Desired Asset Management Practices** - Our strategic direction for this activity is to reach intermediate asset management practices. In order to achieve this there is a need for improvements in asset data capture, condition assessments and predictive modelling.

How the Stormwater Group helps deliver our community outcomes

Economically progressive

- ✓ *Our services are acknowledged as excellent value for money*



Environmental & cultural champions

- ✓ *We are recognised as an environmental and cultural leader*



Socially responsible

- ✓ *Waipa offers an excellent quality of life*



Potential negative effects

| Risk | How we are addressing this |
|--|---|
| Contaminated stormwater from runoff or spillage could impact on the groundwater and riverwater | These are managed through network design and resource consents which include regular street sweeping, monitoring storm water quality and investigating the sources of contaminants. |
| Poor management of the stormwater system and large rainfall events can lead to flooding, which can affect people and property. | To help alleviate this, secondary flow paths are used to reduce the risk of household damage and we have emergency plans in place to respond to flooding. |

Our levels of service and performance measures

There are no desired changes in level of service for the Stormwater Service. However maintaining the current LOS is becoming increasingly difficult due to population growth, climate change, an increased number of assets and increasingly restrictive consent conditions.

| What You Can Expect From Us | How we measure success | Result for 2016/17 | Performance Target | | | |
|--|---|------------------------------------|--------------------|---------|---------|---------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| Provision of a safe and reliable stormwater system which minimises flooding and environmental impact | The number of complaints received about the performance of the stormwater system. ⁴⁵ [M] | 8.0 | <10 | <10 | <10 | <10 |
| | Compliance with the resource consents for discharge from the stormwater system. ⁴⁶ | Number of Abatement notices [M] | 0 | 0 | 0 | 0 |
| | | Number of Infringement notices [M] | 0 | 0 | 0 | 0 |
| | | Number of Enforcement orders [M] | 0 | 0 | 0 | 0 |
| | | Number of Convictions [M] | 0 | 0 | 0 | 0 |
| | The number of flooding events in the district. ⁴⁷ [M] | 0 | <5 | <5 | <5 | <5 |
| | For each flooding event, the number of habitable floors affected. ⁴⁸ [M] | 0 | <0.09 | <0.09 | <0.09 | <0.09 |
| The median response time (hours) to attend a flooding event from the time that notification is received. ⁴⁹ [M] | No Events | 2 | 2 | 2 | 2 | |

[M] = DIA Mandatory measure

⁴⁵ Full wording of mandatory measure is: The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority’s stormwater system.

⁴⁶ Full wording of mandatory measure is: Compliance with the territorial authority’s resource consents for discharge from its stormwater system, measured by the number of: (a) abatement notices; and (b) infringement notices; and (c) enforcement orders; (d) successful prosecutions, received by the territorial authority in relation to those resource consents

⁴⁷ Full wording of mandatory measure is: The number of flooding events that occur in a territorial authority district.

⁴⁸ Full wording of mandatory measure is: For each flooding event, the number of habitable floors affected (expressed per 1000 properties connected to the territorial authority’s stormwater system).

⁴⁹ Full wording of mandatory measure is: The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.

Statement of cost of service

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|---|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| REVENUE | | | | | | | | | | | |
| Finance Income | | 63 | 74 | 81 | 161 | 195 | 299 | 376 | 450 | 527 | 647 |
| TOTAL REVENUE | - | 63 | 74 | 81 | 161 | 195 | 299 | 376 | 450 | 527 | 647 |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Depreciation and Amortisation | 1,159 | 1,322 | 1,473 | 1,583 | 1,818 | 2,159 | 2,370 | 2,421 | 2,749 | 2,796 | 2,995 |
| Activity Expenses | 1,401 | 1,812 | 1,807 | 1,903 | 1,636 | 1,798 | 1,971 | 2,034 | 2,305 | 2,368 | 2,434 |
| Internal charges and Overheads | 383 | 463 | 483 | 494 | 487 | 539 | 582 | 591 | 643 | 654 | 677 |
| Finance Costs | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL EXPENDITURE | 2,943 | 3,597 | 3,763 | 3,980 | 3,941 | 4,496 | 4,923 | 5,046 | 5,697 | 5,818 | 6,106 |
| OPERATING NET COST OF SERVICE | (2,943) | (3,534) | (3,689) | (3,899) | (3,780) | (4,301) | (4,624) | (4,670) | (5,247) | (5,291) | (5,459) |
| CAPITAL EXPENDITURE AND DEBT REPAYMENT | | | | | | | | | | | |
| Capital Expenditure (excluding Vested) | 2,095 | 7,086 | 9,496 | 18,720 | 28,225 | 10,942 | 1,468 | 16,896 | 1,068 | 5,973 | 1,128 |
| Vested Assets | 577 | 2,939 | 2,946 | 3,105 | 3,677 | 3,711 | 4,031 | 4,101 | 4,123 | 4,321 | 4,308 |
| Debt Repayment (Internal) | - | - | - | - | - | - | 3,559 | - | 3,052 | - | 2,266 |
| TOTAL CAPITAL EXPENDITURE AND DEBT REPAYMENT | 2,672 | 10,025 | 12,442 | 21,825 | 31,902 | 14,653 | 9,058 | 20,997 | 8,243 | 10,294 | 7,702 |

Capital expenditure

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|--|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| To Meet Additional Demand | | | | | | | | | | | |
| Cambridge North Residential Stormwater Works | 1,781 | 5,306 | 4,809 | 730 | 5,132 | - | - | - | - | - | - |
| Cambridge Growth Cells (C1, C2 and C3) | - | 600 | 2,945 | 15,525 | 19,334 | 8,852 | - | 15,855 | - | 4,876 | - |
| Hautapu Industrial Stormwater | - | 220 | 820 | 1,678 | 2,792 | 1,100 | - | - | - | - | - |
| Cambridge Park Stormwater Provision | - | - | 256 | - | - | - | - | - | - | - | - |
| Bond Road Stormwater Culvert | - | 300 | - | - | - | - | - | - | - | - | - |
| Kihikihi Stormwater Works | - | - | 256 | 262 | - | - | - | - | - | - | - |
| Total Capital Expenditure to Meet Additional Demand | 1,781 | 6,426 | 9,086 | 18,195 | 27,258 | 9,952 | - | 15,855 | - | 4,876 | - |
| To Improve Level of Service | | | | | | | | | | | |
| Consent, Remedial and Flood Mitigation Work | - | 360 | - | - | - | - | 453 | - | - | - | - |
| Total Capital Expenditure to Improve Level of Service | - | 360 | - | - | - | - | 453 | - | - | - | - |
| To Replace Existing Assets | | | | | | | | | | | |
| Renewals | 314 | 300 | 410 | 525 | 967 | 990 | 1,015 | 1,041 | 1,068 | 1,097 | 1,128 |
| Total Capital Expenditure to Replace Existing Assets | 314 | 300 | 410 | 525 | 967 | 990 | 1,015 | 1,041 | 1,068 | 1,097 | 1,128 |
| TOTAL CAPITAL EXPENDITURE | 2,095 | 7,086 | 9,496 | 18,720 | 28,225 | 10,942 | 1,468 | 16,896 | 1,068 | 5,973 | 1,128 |

Funding impact statement

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|--|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual general charges, rates penalties | 185 | 230 | 257 | 282 | 279 | 320 | 351 | 360 | 409 | 417 | 438 |
| Targeted rates | 2,703 | 3,089 | 3,217 | 3,397 | 3,276 | 3,749 | 4,032 | 4,066 | 4,588 | 4,617 | 4,757 |
| Subsidies and grants for operating purposes | - | - | - | - | - | - | - | - | - | - | - |
| Fees and charges | - | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees, and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of operating funding (A) | 2,888 | 3,319 | 3,474 | 3,679 | 3,555 | 4,069 | 4,383 | 4,426 | 4,997 | 5,034 | 5,195 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | 1,336 | 1,602 | 1,592 | 1,683 | 1,411 | 1,567 | 1,734 | 1,791 | 2,056 | 2,112 | 2,171 |
| Finance costs | - | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads applied | 383 | 459 | 483 | 494 | 487 | 539 | 578 | 591 | 643 | 654 | 677 |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | 1,719 | 2,061 | 2,075 | 2,177 | 1,898 | 2,106 | 2,312 | 2,382 | 2,699 | 2,766 | 2,848 |
| Surplus (deficit) of operating funding (A - B) | 1,169 | 1,258 | 1,399 | 1,502 | 1,657 | 1,963 | 2,071 | 2,044 | 2,298 | 2,268 | 2,347 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | 1,476 | 4,075 | 4,105 | 6,112 | 7,684 | 6,676 | 6,769 | 6,580 | 6,522 | 5,683 | 5,396 |
| Increase (decrease) in debt | - | - | - | - | - | - | - | - | - | - | - |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 1,476 | 4,075 | 4,105 | 6,112 | 7,684 | 6,676 | 6,769 | 6,580 | 6,522 | 5,683 | 5,396 |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure | | | | | | | | | | | |
| - to meet additional demand | 1,781 | 6,426 | 9,086 | 18,195 | 27,258 | 9,952 | - | 15,855 | - | 4,876 | - |
| - to improve the level of service | - | 360 | - | - | - | - | 453 | - | - | - | - |
| - to replace existing assets | 314 | 300 | 410 | 525 | 967 | 990 | 1,015 | 1,041 | 1,068 | 1,097 | 1,128 |
| Increase (decrease) in reserves | 550 | (1,753) | (3,992) | (11,106) | (18,884) | (2,303) | 7,372 | (8,272) | 7,752 | 1,978 | 6,615 |
| Increase (decrease) of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | 2,645 | 5,333 | 5,504 | 7,614 | 9,341 | 8,639 | 8,840 | 8,624 | 8,820 | 7,951 | 7,743 |
| Surplus (deficit) of capital funding (C - D) | (1,169) | (1,258) | (1,399) | (1,502) | (1,657) | (1,963) | (2,071) | (2,044) | (2,298) | (2,268) | (2,347) |
| Funding balance ((A - B) + (C - D)) | - | - | - | - | - | - | - | - | - | - | - |

Wastewater treatment and disposal

We provide a safe, effective and reliable system for managing wastewater in urban areas to maintain public health and protect land and waterways from contamination.

Why we do it



To ensure the community and the environment are protected from the adverse effects of wastewater.

The wastewater treatment and disposal activity includes the reticulation network for the collection of sewage and trade waste and its treatment and disposal. Wastewater treatment and disposal is a core service of Council and is recognised by our Significance and Engagement Policy. The Infrastructure Strategy outlines the strategic intent of this activity.

Wastewater from toilets, laundries, kitchens, bathrooms and trade waste is collected managed with Waipa’s wastewater assets worth \$155 million and consisting of 257 kilometres of pipes, 4,529 manholes, 54 pump stations and two treatment plants. We are responsible for ensuring wastes are treated and disposed of in a way that minimises potential harm to the environment, consistent with the requirements of Waikato Regional Council resource consents, legislation and our sustainable development approach.

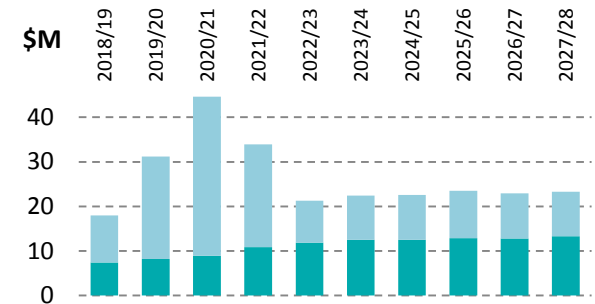
A sub-regional three water’s strategy has been prepared by the Future Proof partnership to provide an overarching framework for the development and maintenance of the water supply, stormwater and wastewater systems of the Waipa District, Waikato District and Hamilton City councils.

This strategy has an action plan which is being implemented by the partnership councils.

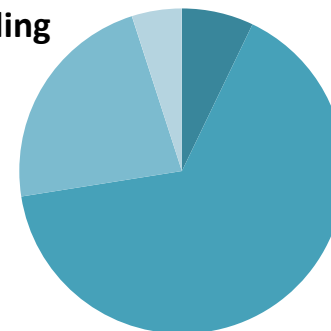
The existing Waikato Regional Council resource consents for the Cambridge wastewater treatment plant expired in 2016. To meet compliance and cater for growth, the district is investing over \$27 million over the next five years to upgrade the plant.

Investment

- Operating expense
- Capital Expense



Funding



- General rates 7%
- Targeted rates 65%
- Development contributions 5%
- Fees and charges 5%

Waipa District Council has been working with The Department of Corrections to assess options for the wastewater from the expanded Waikeria prison to be channelled to the Te Awamutu wastewater treatment plant. Upgrades to the wastewater connection and treatment plant would be completed between 2018 and 2021 and funded by the Department of Corrections⁵⁰.

The key strategic issues influencing our wastewater investment this 10-Year Plan are;

- **Protecting the health and safety of community** - Providing appropriate wastewater services is fundamental to the safe sanitisation of our community. This is also a key issue identified in item 4.1.1 of our Infrastructure Strategy.
- **Changing environmental climate** - If we have asset failures or do not adapt to the predicted effects of climate change, the amount of overflows from our network and treatment plants will increase in both frequency and volume.
- **Protecting the Natural Environment** - Our older infrastructure will struggle to meet these new legislative requirements, with wastewater odour issues being emitted into the air resulting in a negative social impact on our customers.
- **Future growth and demand** – As detailed in item 4.2.2 of our Infrastructure Strategy, Growth is driving three issues:
 - Growth is occurring in multiple areas requiring the fragmented use of new infrastructure.

- New infrastructure is now required to enable growth and development activity to continue.
- Recent industry developments in the district have had very different treatment requirements.
- **River Co-Management** - With the introduction of the Te Ture Whaimana o Te Awa o Waikato – Vision and Strategy for the Waikato River and the river acts, there is a requirement for co-management of the River. The Waikato River is a significant water body to Iwi, the practice of treated effluent disposal is believed to interrupt the Mauri(life force) of this water.
- **Desired Asset Management Practices** - Our strategic direction for this activity is to reach intermediate asset management practices. In order to achieve this there is a need for improvements in asset data capture and management, condition assessments and predictive modelling.

How the Wastewater Treatment and Disposal Group helps deliver our community outcomes

Economically progressive

- ✓ *Our services are acknowledged as excellent value for money*



Environmental & cultural champions

- ✓ *We are recognised as an environmental and cultural leader*



⁵⁰ Expansions to network capacity are typically classified as projects to *meet additional demand*. However, as the expansion of the Te Awamutu treatment plant is in response to the Waikeria expansion and will not enable general population growth, this project is included in our financial statements as an improvement to level of service.

Potential negative effects

| Risk | How we are addressing this |
|---|---|
| Discharge and overflows from the wastewater network pose health, safety, economic and environmental risks | We aim to minimise this risk by ensuring compliance with discharge consent conditions, and by ensuring compliance with appropriate New Zealand standards and we respond promptly to sewage complaints of odour and sewage spills. |

Our levels of service and performance measures

There are no desired changes in level of service for the Wastewater Treatment & Disposal Service at this point. The focus instead will be on maintaining the current LOS as the district population grows and demographics move towards an ageing population. The Cambridge wastewater treatment plant does not comply with the current resource consent however the Regional Council has been fully briefed on the actions the district intends to take to remedy the issues and the proposed timeframes.

| What You Can Expect From Us | How we measure success | Result for 2016/17 | Performance Target | | | | |
|---|--|--|--------------------|---------|---------|---------|---|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 | |
| Provision of a safe and reliable system for the treatment and disposal of wastewater which minimises public health risks and environmental impact | The number of dry weather sewerage overflows. ⁵¹ [M] | 0.06 | <1 | <1 | <1 | <1 | |
| | Compliance with consents for discharge from the sewerage system. ⁵² | Number of Abatement notices [M] | 0 | 0 | 0 | 0 | 0 |
| | | Number of Infringement notices [M] | 0 | 0 | 0 | 0 | 0 |
| | | Number of Enforcement orders [M] | 0 | 0 | 0 | 0 | 0 |
| | | Number of Convictions [M] | 0 | 0 | 0 | 0 | 0 |
| | The median response time for call-outs in response to a sewerage overflow. ⁵³ | The time (hours) from notification for service personnel to reach the site. [M] | 0.14 | 2 | 2 | 2 | 2 |
| | | The time (hours) from notification that resolution of a blockage or other fault. [M] | 0.65 | 6 | 6 | 6 | 6 |
| The number of complaints received about any of the following: odour, system faults, blockages, and the response to any of these issues. ⁵⁴ [M] | 5.10 | <10 | <10 | <10 | <10 | | |

[M] = DIA Mandatory measure

⁵¹ Full wording of mandatory measure is: The number of dry weather sewerage overflows from the territorial authority’s sewerage system expressed per 1000 sewerage connections to that sewerage system.

⁵² Full wording of mandatory measure is: Compliance with the territorial authority’s resource consents for discharge from its sewerage system measured by the number of: (a) abatement notices, (b) infringement notices, (c) enforcement orders, (d) convictions received by the territorial authority in relation to those resource consents

⁵³ Full wording of mandatory measure is: Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority’s sewerage system, the following median response times measured: (a) Attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site, (b) Resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault

⁵⁴ Full wording of mandatory measure is: The total number of complaints received by the territorial authority about any of the following (expressed per 1000 connections to the territorial authority’s sewerage system): Sewerage odour, sewerage system faults, sewerage system blockages, territorial authority’s response to issues with its sewerage system.

Statement of cost of service

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|---|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| REVENUE | | | | | | | | | | | |
| Fees and Charges | 555 | 764 | 836 | 881 | 982 | 978 | 927 | 841 | 765 | 710 | 703 |
| Finance Income | - | 203 | 262 | 293 | 380 | 361 | 295 | 192 | 100 | 26 | - |
| Other Receipts | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL REVENUE | 555 | 967 | 1,098 | 1,174 | 1,362 | 1,339 | 1,222 | 1,033 | 865 | 736 | 703 |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Depreciation and Amortisation | 2,899 | 2,980 | 3,262 | 3,629 | 4,039 | 4,269 | 4,557 | 4,607 | 4,928 | 4,994 | 5,318 |
| Activity Expenses | 2,694 | 3,189 | 3,413 | 3,405 | 4,444 | 4,598 | 4,762 | 4,879 | 5,042 | 5,215 | 5,399 |
| Internal charges and Overheads | 1,343 | 1,120 | 1,200 | 1,253 | 1,382 | 1,488 | 1,558 | 1,576 | 1,620 | 1,630 | 1,671 |
| Finance Costs | - | 165 | 300 | 622 | 1,013 | 1,550 | 1,635 | 1,447 | 1,273 | 1,007 | 870 |
| TOTAL EXPENDITURE | 6,936 | 7,454 | 8,175 | 8,909 | 10,878 | 11,905 | 12,512 | 12,509 | 12,863 | 12,846 | 13,258 |
| OPERATING NET COST OF SERVICE | (6,381) | (6,487) | (7,077) | (7,735) | (9,516) | (10,566) | (11,290) | (11,476) | (11,998) | (12,110) | (12,555) |
| CAPITAL EXPENDITURE AND DEBT REPAYMENT | | | | | | | | | | | |
| Capital Expenditure (excluding Vested) | 14,512 | 7,945 | 20,303 | 13,240 | 19,460 | 5,060 | 1,792 | 5,163 | 2,890 | 2,379 | 1,500 |
| Vested Assets | 221 | 2,552 | 2,557 | 22,167 | 3,207 | 3,249 | 3,534 | 3,595 | 3,612 | 3,788 | 3,773 |
| Debt Repayment (Internal) | - | 70 | 118 | 247 | 288 | 1,079 | 4,530 | 1,344 | 4,084 | 3,958 | 4,694 |
| TOTAL CAPITAL EXPENDITURE AND DEBT REPAYMENT | 14,733 | 10,567 | 22,978 | 35,654 | 22,955 | 9,388 | 9,856 | 10,102 | 10,586 | 10,125 | 9,967 |

Capital expenditure

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|--|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| To Meet Additional Demand | | | | | | | | | | | |
| Cambridge North Wastewater Provision | - | 30 | 718 | - | - | - | - | - | - | - | - |
| Cambridge Growth Cells (C1, C2 and C3) | - | 50 | 513 | 950 | 883 | - | - | 81 | 1,191 | 37 | 876 |
| Hautapu Industrial Wastewater | - | 500 | 2,673 | 839 | 1,989 | 836 | - | - | - | - | - |
| Cambridge Wastewater Pipe Upgrades | 340 | - | - | - | - | - | 338 | 2,073 | - | - | - |
| Cambridge Wastewater Treatment Plant Stage 2 | - | - | - | 449 | 4,653 | - | - | - | - | - | - |
| Te Awamutu Wastewater Treatment Plant Upgrade | 3,718 | 1,094 | 10,045 | 344 | - | 151 | 155 | 159 | - | 168 | - |
| Te Awamutu Wastewater Pipe Upgrades | - | - | - | - | - | - | - | 245 | - | - | - |
| Te Awamutu Growth Provision (T1) | - | 80 | 248 | - | - | - | - | - | - | - | - |
| Total Capital Expenditure to Meet Additional Demand | 4,058 | 1,754 | 14,197 | 2,582 | 7,525 | 987 | 493 | 2,558 | 1,191 | 205 | 876 |
| To Improve Level of Service | | | | | | | | | | | |
| Waikeria Prison Expansion - WW Connection | 750 | 1,500 | 3,075 | 1,574 | - | - | - | - | - | - | - |
| Cambridge Wastewater Treatment Plant Upgrade | 200 | 570 | 1,261 | 7,872 | 10,472 | 2,367 | - | - | - | - | - |
| Vogel & Alpha Street Odour Control | - | 50 | 51 | - | - | - | - | - | - | - | - |
| Total Capital Expenditure to Improve Level of Service | 950 | 2,120 | 4,387 | 9,446 | 10,472 | 2,367 | - | - | - | - | - |
| To Replace Existing Assets | | | | | | | | | | | |
| Renewals | 802 | 1,274 | 1,468 | 982 | 1,246 | 1,258 | 1,060 | 2,366 | 1,347 | 1,788 | 260 |
| Cambridge Pipe Bridge | 8,400 | 2,500 | - | - | - | - | - | - | - | - | - |
| Plant and Pumps | 302 | 297 | 251 | 231 | 217 | 448 | 239 | 239 | 352 | 386 | 364 |
| Total Capital Expenditure to Replace Existing Assets | 9,504 | 4,071 | 1,719 | 1,213 | 1,463 | 1,706 | 1,299 | 2,605 | 1,699 | 2,174 | 624 |
| TOTAL CAPITAL EXPENDITURE | 14,512 | 7,945 | 20,303 | 13,241 | 19,460 | 5,060 | 1,792 | 5,163 | 2,890 | 2,379 | 1,500 |

Funding impact statement

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|--|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual general charges, rates penalties | 560 | 544 | 639 | 722 | 888 | 974 | 1,025 | 1,024 | 1,053 | 1,050 | 1,084 |
| Targeted rates | 6,280 | 6,545 | 6,730 | 6,987 | 7,279 | 7,632 | 8,208 | 8,682 | 9,269 | 10,105 | 10,970 |
| Subsidies and grants for operating purposes | - | - | - | - | - | - | - | - | - | - | - |
| Fees and charges | 555 | 561 | 575 | 588 | 602 | 617 | 632 | 649 | 666 | 683 | 703 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees, and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of operating funding (A) | 7,395 | 7,650 | 7,944 | 8,297 | 8,769 | 9,223 | 9,865 | 10,355 | 10,988 | 11,838 | 12,757 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | 2,594 | 2,789 | 3,004 | 2,985 | 4,015 | 4,158 | 4,310 | 4,417 | 4,567 | 4,728 | 4,898 |
| Finance costs | - | 165 | 300 | 622 | 1,013 | 1,550 | 1,635 | 1,447 | 1,273 | 1,007 | 870 |
| Internal charges and overheads applied | 1,343 | 1,120 | 1,200 | 1,253 | 1,382 | 1,488 | 1,558 | 1,576 | 1,620 | 1,630 | 1,671 |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | 3,937 | 4,074 | 4,504 | 4,860 | 6,410 | 7,196 | 7,503 | 7,440 | 7,460 | 7,365 | 7,439 |
| Surplus (deficit) of operating funding (A - B) | 3,458 | 3,576 | 3,440 | 3,437 | 2,359 | 2,027 | 2,362 | 2,915 | 3,528 | 4,473 | 5,318 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | 750 | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | 1,079 | 1,964 | 2,798 | 3,120 | 3,130 | 2,980 | 2,951 | 2,974 | 2,989 | 3,043 | 2,459 |
| Increase (decrease) in debt | - | - | - | - | - | - | - | - | - | - | - |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 1,829 | 1,964 | 2,798 | 3,120 | 3,130 | 2,980 | 2,951 | 2,974 | 2,989 | 3,043 | 2,459 |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure | | | | | | | | | | | |
| - to meet additional demand | 4,058 | 1,754 | 14,197 | 2,582 | 7,525 | 987 | 493 | 2,558 | 1,191 | 205 | 876 |
| - to improve the level of service | 950 | 2,120 | 4,387 | 9,446 | 10,472 | 2,367 | - | - | - | - | - |
| - to replace existing assets | 9,504 | 4,071 | 1,719 | 1,213 | 1,463 | 1,706 | 1,299 | 2,605 | 1,699 | 2,174 | 624 |
| Increase (decrease) in reserves | (9,225) | (2,405) | (14,065) | (6,684) | (13,971) | (53) | 3,521 | 726 | 3,627 | 5,137 | 6,277 |
| Increase (decrease) of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | 5,287 | 5,540 | 6,238 | 6,557 | 5,489 | 5,007 | 5,313 | 5,889 | 6,517 | 7,516 | 7,777 |
| Surplus (deficit) of capital funding (C - D) | (3,458) | (3,576) | (3,440) | (3,437) | (2,359) | (2,027) | (2,362) | (2,915) | (3,528) | (4,473) | (5,318) |
| Funding balance ((A - B) + (C - D)) | - | - | - | - | - | - | - | - | - | - | - |

Water Treatment and Supply

The water treatment and supply group of activities includes all the services involved in abstracting, treating, storing and distributing water to users through the reticulation network.

Why we do it



To ensure our community benefits from the ongoing provision of potable water.

We provide reticulated water supplies to Cambridge, Te Awamutu, Kihikihi, Pirongia, Ohaupo, Pukerimu and Karāpiro and operate seven water treatments plants. We are responsible for maintaining water supply assets worth \$198 million including 573km of water pipes plus pump stations, reservoirs and treatment plants.

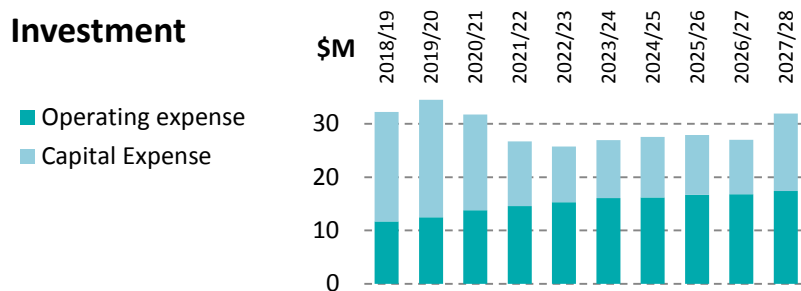
Water infrastructure is the biggest challenge facing our district over the coming decade, particularly given our projected population growth. Our water supply and treatment challenges are;

- In parts of the district, we’re struggling to provide enough water, especially during summer.
- Some of our water infrastructure is old and needs replacing.
- We have water pressure, taste and odour issues to resolve.
- Our resource consent conditions have changed, including restrictions on how much water we can take from local streams, bores and rivers.
- We have to comply with new rules to protect the environment.
- We have to comply with drinking water standards.

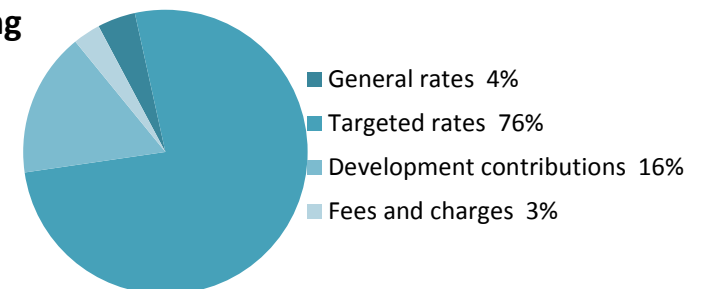
- We have to provide back-up options in case water infrastructure fails.

A Three Water’s Strategy has been prepared by the Future Proof partnership to provide an overarching framework for the development and maintenance of the 3 waters network of the Waipa and Waikato Districts and Hamilton City. Waipa is continuing to deliver the Smart Water demand management program and our usage forecasts are projecting that the recently installed water meters and volumetric pricing will support an

Investment



Funding



overall reduction in usage.

Our district’s rapid growth necessitates significant expansions to our water treatment plants and reticulation network. In particular, servicing the development areas planned in the North and East of Cambridge will require over \$15 million investment, however this will be primarily funded through development contributions.

The most significant water treatment and supply project being undertaken this 10-Year Plan is the upgrade to the Parallel Rd. water treatment plant and the associated pipeline to service Te Awamutu. This will be undertaken between 2018 and 2021 to immediately address the seasonal supply issues, taste and odour issues and to ensure the resilience and viability for future population and economic growth.

The key strategic issues influencing our water treatment and supply investment this 10-Year Plan are;

- **Protecting the health and safety of the community** - As identified in item 4.1.1 of our Infrastructure Strategy, providing appropriate water treatment and supply services is fundamental to the health of our community.
- **Provide a reliable, resilient and responsive supply of water** As identified in item 4.4.1 of our Infrastructure Strategy, if we have asset failures or do not adapt to the predicted effects of climate change the amount of network interruptions or water restrictions will increase.
- **Future growth and demand** – As detailed in item 4.2.1 of our Infrastructure Strategy, meeting expected growth demands will require a combination of capital expenditure, programming and integrated council departments, inter council relationships and land availability planning to ensure infrastructure is appropriate. While

significant growth is projected forecasts include potential reductions in per capita demand following the implementation of universal water metering and volumetric pricing.

- **Ensuring sustainable, environmental and economic delivery** - The need to manage the use and allocation of water more efficiently is a key component of achieving cultural, social, environmental and economic needs of Waipa.

How the Water Treatment and Supply Group helps deliver our community outcomes

Economically progressive

- ✓ *Our services are acknowledged as excellent value for money*
- ✓ *Waipa’s growth is built on its strengths.*
- ✓ *We are financially sustainable*



Socially responsible

- ✓ *Waipa offers an excellent quality of life*



Potential negative effects

| Risk | How we are addressing this |
|---|--|
| Increasing demand due to population increase and drought events may have adverse environmental effect on supply sources. | We are subject to resource consents regarding water abstraction, and the Waikato Regional Council, water meters are intended to contribute to behaviour changes for improved water conservation and help pinpoint losses in the reticulation system. |
| System failure, contamination or vandalism could lead to disruption of service, environmental damage or public health risk. | We have in place Water Safety Plans and Incident Management Plans for each area and telemetry systems to provide early warnings of issues. We have built-in redundancy in our system and our asset management and renewal programs ensure our infrastructure is fit for purpose. |

Our levels of service and performance measures

At this time there are no desired changes in level of service for the Water Treatment & Supply Service. The focus instead will be on maintaining the current LOS as the district population grows.

| What You Can Expect From Us | How we measure success | | Result for 2016/17 | Performance Target | | | | |
|---|--|---|--------------------|--------------------|---------|---------|---|---|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 | | |
| Provision of wholesome potable water within specified areas via a safe and reliable treatment and supply system | The extent to which the local authority’s drinking water supply complies with the drinking-water standards. ^{55,56} | Water Treatment Plants – compliance with bacteriological criteria [M] | Alpha Street | C | C | C | C | C |
| | | | Frontier Road | C | C | C | C | C |
| | | | Karapiro | C | C | C | C | C |
| | | | Parallel Road | C | C | C | C | C |
| | | | Rolleston Street | C | C | C | C | C |
| | | | Te Tahī | C | C | C | C | C |
| | | Water Treatment Plants – compliance with protozoal criteria [M] | Alpha Street | C | C | C | C | C |
| | | | Frontier Road | C | C | C | C | C |
| | | | Karapiro | C | C | C | C | C |
| | | | Parallel Road | C | C | C | C | C |
| | | | Rolleston Street | C | C | C | C | C |
| | | | Te Tahī | C | C | C | C | C |
| | Network zones – compliance [M] | Cambridge | NC | C | C | C | C | |
| | | Kihikihi | C | C | C | C | C | |

⁵⁵ Full wording of mandatory measure is: The extent to which the local authority’s drinking water supply complies with: (a) part 4 of the drinking water standards (bacteria compliance criteria); and (b) part 5 of the drinking water standards (protozoal compliance criteria).

⁵⁶ The details of how this measures is being reported against have changed (Treatment Plant element has been split out into individual plants rather than combining those supplying the same network, proposed decommission of Hick Rd, and new Maungatautari network zone), therefore a direct comparison with the 2016/17 annual report is not possible.

| What You Can Expect From Us | How we measure success | | | Result for 2016/17 | Performance Target | | | |
|---|---|--|----------------|--------------------|--------------------|---------|---------|---------|
| | | | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| | | | Maungatautari | - ⁵⁷ | C | C | C | C |
| | | | Ohaupo | C | C | C | C | C |
| | | | Pirongia | C | C | C | C | C |
| | | | Pukerimu Rural | C | C | C | C | C |
| | | | Te Awamutu | C | C | C | C | C |
| Provision of wholesome potable water within specified areas via a safe and reliable treatment and supply system | Median response time for call-outs in response to a fault or unplanned interruption to the network. ⁵⁸ | Attendance for urgent call-out from the time of notification. (hours) ⁵⁹ [M] | 0.37 | 2 | 2 | 2 | 2 | |
| | | Resolution of urgent call-outs from the time of notification (hours). ⁶⁰ [M] | 2.27 | 6 | 6 | 6 | 6 | |
| | | Attendance for non-urgent call-outs from the time of notification (days) ⁶¹ [M] | 0.81 | 2 | 2 | 2 | 2 | |
| | | Resolution of non-urgent call-outs from the time of notification (days) ⁶² [M] | 1.01 | 10 | 10 | 10 | 10 | |
| | The total number of complaints received about any of the following: Drinking water clarity, taste, odour, pressure or flow, continuity of supply, and the response to any of these issues ⁶³ . [M] | | 8.5 | 20 | 20 | 20 | 20 | |
| Water supply and demand is managed to ensure prudent use of water | The percentage of real water loss from the networked reticulation system. ⁶⁴ [M] | Cambridge & Karapiro | 11% | <12% | <12% | <12% | <12% | |
| | | Te Awamutu & Pirongia | 5% | <12% | <12% | <12% | <12% | |
| | | Kihikihi | 6% | <20% | <20% | <20% | <20% | |
| | | Ohaupo & Pukerimu | 13% | <20% | <20% | <20% | <20% | |
| | The average consumption of drinking water per day per resident. ⁶⁵ [M] | Cambridge & Karapiro | 218 | 190 | 190 | 190 | 190 | |
| | | Te Awamutu & Pirongia | 227 | 190 | 190 | 190 | 190 | |
| | | Kihikihi | 237 | 200 | 200 | 200 | 200 | |
| | | Ohaupo & Pukerimu | 169 | 185 | 185 | 185 | 185 | |

[M] = DIA Mandatory measure

Statement of cost of service

⁵⁷ New designated zone from 2017/18, so no result available 2016/17

⁵⁸ Full wording of measure is: Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response time measured.

⁵⁹ Full wording of mandatory measure is: Attendance for urgent call-outs: from the time the local authority receives notification to the time that service personnel reach the site.

⁶⁰ Full wording of mandatory measure is: Resolution of urgent call-outs: from the time the local authority receives notification to the time service personnel confirm resolution of the fault or interruption.

⁶¹ Full wording of mandatory measure is: Attendance for non-urgent call-outs: from the time the local authority receives notification to the time that service personnel reach the site.

⁶² Full wording of mandatory measure is: Resolution of non-urgent call-outs: from the time the local authority receives notification to the time service personnel confirm resolution of the fault or interruption.

⁶³ Full wording of the measure is: The total number of complaints received by the local authority about any of the following (expressed per 1000 connections to the local authority's networked reticulation system): Drinking water clarity, drinking water quality, drinking water taste, drinking water odour, drinking water pressure or flow, continuity of supply, the local authority's response to any of these issues.

⁶⁴ Full wording of the mandatory measure is: The percentage of real water loss from the local authority's networked reticulation system. Note these results are from pre 2013/2014.

⁶⁵ Full wording of the mandatory measure is: The average consumption of drinking water per day per resident within the territorial authority district.

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Annual Plan | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| REVENUE | | | | | | | | | | | |
| Fees and charges | 3,769 | 410 | 443 | 478 | 517 | 560 | 484 | 537 | 580 | 627 | 697 |
| Targeted rates for water supply | 2,654 | 10,194 | 10,621 | 10,999 | 11,628 | 12,690 | 14,310 | 14,246 | 14,701 | 14,751 | 15,212 |
| Finance Income | - | 85 | 107 | 110 | 96 | 36 | - | - | - | - | - |
| TOTAL REVENUE | 6,423 | 10,689 | 11,171 | 11,587 | 12,241 | 13,286 | 14,794 | 14,783 | 15,281 | 15,378 | 15,909 |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Depreciation and Amortisation | 4,293 | 4,277 | 4,714 | 4,971 | 5,434 | 5,567 | 5,926 | 5,987 | 6,363 | 6,443 | 6,837 |
| Activity Expenses | 5,996 | 7,116 | 6,999 | 7,534 | 7,416 | 7,701 | 8,062 | 8,010 | 8,235 | 8,473 | 8,762 |
| Internal charges and Overheads | 98 | 319 | 380 | 419 | 426 | 461 | 516 | 493 | 512 | 484 | 492 |
| Finance Costs | 44 | 4 | 439 | 838 | 1,363 | 1,527 | 1,669 | 1,687 | 1,579 | 1,403 | 1,260 |
| TOTAL EXPENDITURE | 10,431 | 11,716 | 12,532 | 13,762 | 14,639 | 15,256 | 16,173 | 16,177 | 16,689 | 16,803 | 17,351 |
| OPERATING NET COST OF SERVICE | (4,008) | (1,027) | (1,361) | (2,175) | (2,398) | (1,970) | (1,379) | (1,394) | (1,408) | (1,425) | (1,442) |
| CAPITAL EXPENDITURE AND DEBT REPAYMENT | | | | | | | | | | | |
| Capital Expenditure (excluding Vested) | 6,936 | 18,958 | 20,175 | 15,920 | 9,829 | 6,866 | 6,715 | 7,250 | 8,401 | 4,378 | 9,044 |
| Vested Assets | 317 | 1,586 | 1,593 | 1,660 | 1,894 | 1,913 | 2,009 | 2,045 | 2,055 | 2,154 | 2,147 |
| Debt Repayment (Internal) | 1,784 | 2 | 167 | 328 | 383 | 1,604 | 2,077 | 2,034 | 792 | 3,667 | 3,312 |
| TOTAL CAPITAL EXPENDITURE AND DEBT REPAYMENT | 9,037 | 20,546 | 21,935 | 17,908 | 12,106 | 10,383 | 10,801 | 11,329 | 11,248 | 10,199 | 14,503 |

Capital expenditure

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|--|--------------|---------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | Annual Plan | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget | Budget |
| | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 | \$000 |
| To Meet Additional Demand | | | | | | | | | | | |
| Dedicated Main Leamington to Hautapu | 200 | 108 | 123 | 79 | - | - | - | - | - | - | - |
| Cambridge North to Hautapu Pipeline | - | 141 | 2,101 | 799 | - | - | - | - | - | - | - |
| Cambridge North Water Provision | - | 2,000 | - | - | - | - | - | - | - | - | - |
| Cambridge Growth Cells (C1, C2, C3, C4 and C7) | - | 550 | 2,051 | 1,181 | 2,683 | - | 394 | 281 | 2,831 | 37 | 2,376 |
| Water Supply Provision Cambridge (C6) | - | - | 46 | 257 | - | - | - | - | - | - | - |
| Cambridge Water Reticulation Active Control | - | 70 | 113 | 463 | - | - | - | - | - | - | - |
| Karapiro Water Treatment Plant Upgrade | 2,913 | - | - | - | - | - | - | - | - | - | - |
| Alpha Street Water Treatment Plant Upgrade | - | - | - | - | - | - | - | - | - | 183 | 3,018 |
| Cambridge Reservoir Renewals & Upgrades | - | - | - | - | - | - | - | - | - | 914 | 313 |
| Te Awamutu Growth Cells | - | 190 | - | - | 1,074 | 1,100 | 103 | 579 | - | - | - |
| Pukerimu Airport Supply | - | - | - | 928 | - | - | - | - | - | - | - |
| Total Capital Expenditure to Meet Additional Demand | 3,113 | 3,059 | 4,434 | 3,707 | 3,757 | 1,100 | 497 | 860 | 2,831 | 1,134 | 5,707 |
| To Improve Level of Service | | | | | | | | | | | |
| Raw Water Main Renewal & Inlet Pump Installation | - | 3,800 | 4,100 | - | - | - | - | - | - | - | - |
| Parallel Road Water Treatment Plant Upgrade | - | 4,860 | 4,100 | 4,196 | - | - | - | - | - | - | - |
| Parallel Road to Taylors Hill Pipeline | - | 4,444 | 4,100 | 4,196 | - | - | - | - | - | - | - |
| Te Awamutu Fire/LOS Service Upgrades | 214 | - | - | - | 237 | 860 | - | - | - | - | - |
| Frontier Road to Taylors Hill Main Trunk | - | - | - | 174 | 1,185 | - | - | - | - | - | - |
| Te Awamutu Active Reticulation Control | 137 | - | 113 | 463 | - | - | - | - | - | - | - |
| Kihikihi Water Supply - Advanced Treatment | - | 55 | 354 | - | - | - | - | - | - | - | - |
| Cambridge Fire & Water LOS Upgrades | - | - | - | 190 | 888 | 910 | 933 | 957 | - | - | - |
| District Wide Zone Identification | - | - | - | - | 107 | 300 | 208 | 177 | - | - | - |
| Drinking Water Compliance | - | - | - | - | 537 | 550 | - | - | - | - | - |
| Standby Generators for Treatment Plants | - | - | 248 | - | - | - | - | - | - | - | - |
| Pukerimu Water Supply - Upgrade Supply to Airport | 150 | - | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure to Improve Level of Service | 501 | 13,159 | 13,015 | 9,219 | 2,954 | 2,620 | 1,141 | 1,134 | - | - | - |
| To Replace Existing Assets | | | | | | | | | | | |
| District Wide Water Main Renewals | 3,133 | 2,390 | 2,450 | 2,507 | 2,567 | 2,629 | 2,696 | 2,765 | 2,837 | 2,913 | 2,995 |
| Reservoir Renewals | - | - | 21 | 210 | - | - | - | 23 | 237 | - | - |
| Te Tahi Papesch Trunk Renewal | - | - | - | - | - | 243 | 2,074 | 2,127 | 2,182 | - | - |
| Plant and Pumps | 189 | 350 | 255 | 277 | 551 | 274 | 307 | 341 | 314 | 331 | 342 |
| Total Capital Expenditure to Replace Existing Assets | 3,322 | 2,740 | 2,726 | 2,994 | 3,118 | 3,146 | 5,077 | 5,256 | 5,570 | 3,244 | 3,337 |
| TOTAL CAPITAL EXPENDITURE | 6,936 | 18,958 | 20,175 | 15,920 | 9,829 | 6,866 | 6,715 | 7,250 | 8,401 | 4,378 | 9,044 |

Funding impact statement

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|--|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual general charges, rates penalties | 759 | 662 | 726 | 750 | 750 | 750 | 750 | 750 | 750 | 750 | 750 |
| Targeted rates | 4,403 | 10,326 | 10,710 | 11,064 | 11,693 | 12,755 | 14,375 | 14,311 | 14,766 | 14,816 | 15,277 |
| Subsidies and grants for operating purposes | - | - | - | - | - | - | - | - | - | - | - |
| Fees and charges | 6,423 | 410 | 443 | 478 | 517 | 560 | 484 | 537 | 580 | 627 | 697 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees, and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of operating funding (A) | 11,585 | 11,398 | 11,879 | 12,292 | 12,960 | 14,065 | 15,609 | 15,598 | 16,096 | 16,193 | 16,724 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | 5,867 | 6,616 | 6,486 | 7,009 | 6,879 | 7,151 | 7,498 | 7,431 | 7,641 | 7,864 | 8,136 |
| Finance costs | 44 | 4 | 439 | 838 | 1,363 | 1,527 | 1,669 | 1,687 | 1,579 | 1,403 | 1,260 |
| Internal charges and overheads applied | 98 | 319 | 380 | 419 | 426 | 461 | 516 | 493 | 512 | 484 | 492 |
| Other operating funding applications | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| Total applications of operating funding (B) | 6,014 | 6,944 | 7,310 | 8,271 | 8,673 | 9,144 | 9,688 | 9,616 | 9,737 | 9,756 | 9,893 |
| Surplus (deficit) of operating funding (A - B) | 5,571 | 4,454 | 4,569 | 4,021 | 4,287 | 4,921 | 5,921 | 5,982 | 6,359 | 6,437 | 6,831 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | 872 | 1,588 | 1,925 | 2,828 | 3,334 | 3,130 | 3,230 | 3,172 | 3,199 | 2,879 | 2,749 |
| Increase (decrease) in debt | - | - | - | - | - | - | - | - | - | - | - |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 872 | 1,588 | 1,925 | 2,828 | 3,334 | 3,130 | 3,230 | 3,172 | 3,199 | 2,879 | 2,749 |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure | | | | | | | | | | | |
| - to meet additional demand | 3,113 | 3,059 | 4,434 | 3,707 | 3,757 | 1,100 | 497 | 860 | 2,831 | 1,134 | 5,707 |
| - to improve the level of service | 501 | 13,159 | 13,015 | 9,219 | 2,954 | 2,620 | 1,141 | 1,134 | - | - | - |
| - to replace existing assets | 3,322 | 2,740 | 2,726 | 2,994 | 3,118 | 3,146 | 5,077 | 5,256 | 5,570 | 3,244 | 3,337 |
| Increase (decrease) in reserves | (493) | (12,916) | (13,681) | (9,071) | (2,208) | 1,185 | 2,436 | 1,904 | 1,157 | 4,938 | 536 |
| Increase (decrease) of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | 6,443 | 6,042 | 6,494 | 6,849 | 7,621 | 8,051 | 9,151 | 9,154 | 9,558 | 9,316 | 9,580 |
| Surplus (deficit) of capital funding (C - D) | (5,571) | (4,454) | (4,569) | (4,021) | (4,287) | (4,921) | (5,921) | (5,982) | (6,359) | (6,437) | (6,831) |
| Funding balance ((A - B) + (C - D)) | - | - | - | - | - | - | - | - | - | - | - |

Support Services

This group provides a range of specialist skills and services to support the organisation to efficiently deliver services.

Support services activities include performance measures for;

- Information Services
- Customer Support

Additionally, the Support Services group of activities is responsible for financial management, human resources, legal and corporate support and business improvement functions. Support Services work closely with the other groups of activities to understand our business, community and statutory needs. Support Services assets include buildings, vehicles and computer equipment.

Financial Management; includes revenue collection, payment processing, budgeting, financial and treasury management, tax compliance and financial reporting and analysis.

Human Resources; assists managers with our diverse workforce through activities such as recruitment, induction, performance management, reward and recognition, staff development and a robust health and safety and employee wellbeing framework.

Legal and Corporate Support; plays a key role in assisting with legislative compliance and in ensuring that Council its committees and community boards are well served with legal advice and corporate support.

Business improvement; provides business analysis and monitoring and works across council to help departments improve their process for better efficiency and effectiveness.

Support services do not generally generate revenue so a key challenge is managing costs while continuing to achieve statutory compliance and

delivering the agreed levels of service.

How the Support Services Group helps deliver our community outcomes

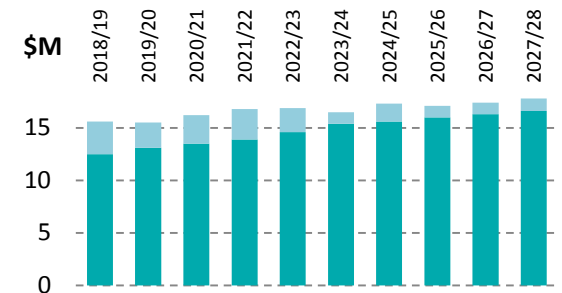
Socially responsible

- ✓ We give back to the community

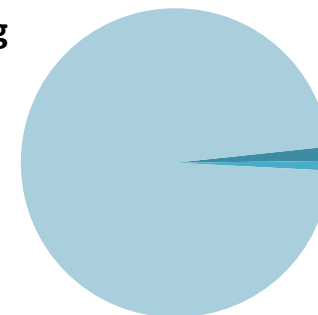


Investment

- Operating expense
- Capital Expense



Funding



- General rates 1%
- Fees and charges 1%
- Internal charges 98%

Potential negative effects

| Risk | How we are addressing this |
|---|---|
| Projected growth is not met and we cannot finance the infrastructure that has been built. | Council has conducted sensitivity analysis in relation to significant assumptions and financial benchmarks to ensure that the risk is minimised. Ongoing review of forecasts and annual reporting processes will ensure that the risk is monitored. |
| Council cannot build the capability and capacity to cost effectively manage the growing needs of the district | Councils has identified internal strategic priorities which include; Capability & Capacity, Operational Efficiency, Project Management, Partnerships and Strategic Planning to address the challenge of scaling operations. |
| An IT system failure or cyber-security breach impacts council operations and restricts the community’s access to information. | Council actively mitigates against cyber-security risk by implementing up to date firewalls, anti-virus software and operating system patching and by having policies aligned with best practice security controls. A regular hardware, software and network renewal programme reduces the risk of vulnerability to attack. |

Support service activities

Activities in this group align to ensure that all councils services are efficient, effective and cost are managed appropriately.

Information services

What we do; Information technology provides desktop and server technology, software solutions, phone systems as well as day-to-day information technology-related support for all staff. Records management, including the processing of inwards and outwards correspondence, and maintaining records and archives is the responsibility of the Information Management team. Geographical Information Services manage and provide spatial information and externally oriented services such as maps online.

Why we do it



To provide convenient and reliable digital contact channels for customers.

Our levels of service and performance measures; We have introduced a performance measures to measure our system uptime.

| What You Can Expect From Us | How we measure success | Result for 2017/18 | Performance Target | | | |
|--|---|--------------------|--------------------|---------|---------|---------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| The online services Council provides are reliable. | The Council website and online forms have an availability uptime of 99% ⁶⁶ . | New measure | 99% | 99% | 99% | 99% |

⁶⁶ www.waipadc.govt.nz & eservices.waipadc.govt.nz sites only.

Customer Support

What we do; Providing information to customers, logging customer requests, and processing payments are some of the key tasks undertaken by customer support. This team is the primary interface between our customers and Council, often providing information customers require at the first point of contact to resolve 80% of queries. We are responsible for ensuring customers receive excellent support services and look for opportunities to make it easier for customers to do business with us.

Why we do it



To provide a responsive customer service to our community.

Our levels of service and performance measures; There are no intended changes to our levels of service and performance measures.

| What You Can Expect From Us | How we measure success | Result for 2016/17 | Performance Target | | | |
|---|--|--------------------|--------------------|---------|---------|---------|
| | | | 2018/19 | 2019/20 | 2020/21 | 2021-28 |
| The community has enquiries completed at first resolution provided by Customer Support. | Percentage of query calls received by Customer Support resolved at the time. | 79.63% | 80% | 80% | 80% | 80% |
| | Percentage of walk in queries received by Customer Support resolved at the time. | 98.92% | 90% | 90% | 90% | 90% |

Statement of cost of service

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|---|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| REVENUE | | | | | | | | | | | |
| Fees and Charges | 43 | 130 | 133 | 137 | 141 | 144 | 148 | 153 | 157 | 161 | 166 |
| TOTAL REVENUE | 43 | 130 | 133 | 137 | 141 | 144 | 148 | 153 | 157 | 161 | 166 |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Employee Related Expenses | 6,441 | 7,533 | 7,658 | 7,879 | 8,136 | 8,381 | 8,634 | 8,895 | 9,163 | 9,438 | 9,721 |
| Depreciation and Amortisation | 906 | 1,239 | 1,299 | 1,329 | 1,351 | 1,378 | 1,588 | 1,609 | 1,628 | 1,683 | 1,698 |
| Activity Expenses | 3,467 | 3,532 | 3,856 | 3,935 | 3,878 | 4,077 | 4,061 | 4,091 | 4,296 | 4,300 | 4,358 |
| Finance Costs | 203 | 186 | 265 | 307 | 522 | 767 | 1,072 | 1,051 | 948 | 850 | 830 |
| TOTAL EXPENDITURE | 11,017 | 12,490 | 13,078 | 13,450 | 13,887 | 14,603 | 15,355 | 15,646 | 16,035 | 16,271 | 16,607 |
| OPERATING NET COST OF SERVICE | (10,974) | (12,360) | (12,945) | (13,313) | (13,746) | (14,459) | (15,207) | (15,493) | (15,878) | (16,110) | (16,441) |
| CAPITAL EXPENDITURE AND DEBT REPAYMENT | | | | | | | | | | | |
| Capital Expenditure (excluding Vested) | 2,070 | 2,837 | 2,117 | 2,320 | 2,599 | 1,973 | 848 | 981 | 773 | 727 | 861 |
| Debt Repayment | 461 | 269 | 305 | 339 | 344 | 320 | 285 | 696 | 324 | 364 | 383 |
| TOTAL CAPITAL EXPENDITURE | 2,531 | 3,106 | 2,422 | 2,659 | 2,943 | 2,293 | 1,133 | 1,677 | 1,097 | 1,091 | 1,244 |

Capital expenditure

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|--|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| To Improve Level of Service | | | | | | | | | | | |
| Buildings | 889 | 1,700 | 1,276 | 1,386 | 1,915 | 1,087 | - | - | - | - | - |
| Computer Software Upgrades | - | 140 | - | - | - | - | - | - | - | - | - |
| Computer Hardware Upgrades | 50 | - | - | - | - | - | - | - | - | - | - |
| Computer Software Upgrades | - | - | - | - | - | - | - | - | - | - | - |
| Total to Improve Level of Service | 939 | 1,840 | 1,276 | 1,386 | 1,915 | 1,087 | - | - | - | - | - |
| To Replace Existing Assets | | | | | | | | | | | |
| Plant | 594 | 663 | 552 | 664 | 544 | 703 | 637 | 673 | 619 | 526 | 625 |
| Carparks Renewals | 19 | - | - | 36 | - | - | - | 40 | - | - | - |
| Computer Hardware Renewals | 226 | 334 | 283 | 126 | 140 | 183 | 204 | 150 | 154 | 201 | 236 |
| Computer Software Renewals | 292 | - | 6 | 108 | - | - | 7 | 118 | - | - | - |
| Total to Replace Existing Assets | 1,131 | 997 | 841 | 934 | 684 | 886 | 848 | 981 | 773 | 727 | 861 |
| TOTAL CAPITAL EXPENDITURE | 2,070 | 2,837 | 2,117 | 2,320 | 2,599 | 1,973 | 848 | 981 | 773 | 727 | 861 |

Funding impact statement

| | 2017/18 Annual Plan \$000 | 2018/19 Budget \$000 | 2019/20 Budget \$000 | 2020/21 Budget \$000 | 2021/22 Budget \$000 | 2022/23 Budget \$000 | 2023/24 Budget \$000 | 2024/25 Budget \$000 | 2025/26 Budget \$000 | 2026/27 Budget \$000 | 2027/28 Budget \$000 |
|--|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual general charges, rates penalties | 323 | 228 | 264 | 296 | 280 | 224 | 156 | 155 | 167 | 186 | 196 |
| Targeted rates | - | - | - | - | - | - | - | - | - | - | - |
| Subsidies and grants for operating purposes | - | - | - | - | - | - | - | - | - | - | - |
| Fees and charges | 43 | 130 | 133 | 137 | 141 | 144 | 148 | 153 | 157 | 161 | 166 |
| Internal charges and overheads recovered | 10,614 | 12,062 | 12,644 | 13,012 | 13,446 | 14,159 | 14,908 | 15,193 | 15,578 | 15,810 | 16,141 |
| Local authorities fuel tax, fines, infringement fees, and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of operating funding (A) | 10,980 | 12,420 | 13,041 | 13,445 | 13,867 | 14,527 | 15,212 | 15,501 | 15,902 | 16,157 | 16,503 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | 9,908 | 11,066 | 11,513 | 11,814 | 12,014 | 12,458 | 12,696 | 12,986 | 13,459 | 13,738 | 14,079 |
| Finance costs | 203 | 186 | 265 | 307 | 522 | 767 | 1,072 | 1,051 | 948 | 850 | 830 |
| Internal charges and overheads applied | - | - | - | - | - | - | - | - | - | - | - |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | 10,111 | 11,252 | 11,778 | 12,121 | 12,536 | 13,225 | 13,768 | 14,037 | 14,407 | 14,588 | 14,909 |
| Surplus (deficit) of operating funding (A - B) | 869 | 1,168 | 1,263 | 1,324 | 1,331 | 1,302 | 1,444 | 1,464 | 1,495 | 1,569 | 1,594 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | - | - | - | - | - | - | - | - | - | - |
| Increase (decrease) in debt | - | - | - | - | - | - | - | - | - | - | - |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | - | - | - | - | - | - | - | - | - | - | - |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure | | | | | | | | | | | |
| - to meet additional demand | - | - | - | - | - | - | - | - | - | - | - |
| - to improve the level of service | 939 | 1,840 | 1,276 | 1,386 | 1,915 | 1,087 | - | - | - | - | - |
| - to replace existing assets | 1,131 | 997 | 841 | 934 | 684 | 886 | 848 | 981 | 773 | 727 | 861 |
| Increase (decrease) in reserves | (1,201) | (1,669) | (854) | (996) | (1,268) | (671) | 596 | 483 | 722 | 842 | 733 |
| Increase (decrease) of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | 869 | 1,168 | 1,263 | 1,324 | 1,331 | 1,302 | 1,444 | 1,464 | 1,495 | 1,569 | 1,594 |
| Surplus (deficit) of capital funding (C - D) | (869) | (1,168) | (1,263) | (1,324) | (1,331) | (1,302) | (1,444) | (1,464) | (1,495) | (1,569) | (1,594) |
| Funding balance ((A - B) + (C - D)) | - | - | - | - | - | - | - | - | - | - | - |