

Our Way Forward



WESTLAND
DISTRICT COUNCIL



COUNCIL'S LONG TERM PLAN 2015 - 2025

Cautionary note

The forecast financial statements in the Council Plan 2015 – 2025 outline how Council will be funded for the next 10 years and how that money will be spent. They are based on estimates of costs into the future. It is likely that changes will be needed as events alter and actual quotes for work are obtained. The information in the forecast financial statements is prepared to meet the requirements of the Local Government Act 2002 and may not be appropriate for purposes other than those described below.

Statement of responsibility

The forecast financial statements are prepared on the basis of best-estimate assumptions as

to future events which Council expects to take place as at 1 July 2015. Actual results are likely to vary from the information presented and the variations may be material.

Authorisation for issue

This document was authorised for issue by the Council on 30 June 2015.

Purpose of preparation

The Local Government Act 2002 requires a council to at all times have a Long Term Plan. The Westland Long Term Plan ("Council Plan 2015 – 2025") was adopted on 30 June 2015.



Mike Havill
Mayor of Westland



Tanya Winter
Chief Executive

This is the Westland District Council's Long Term Plan as prescribed by the Local Government Act, section 93

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INTRODUCTION



MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE

Westland District Council's focus is doing what we should do well. Public input and feedback during the creation of this plan helped us to adopt a sustainable approach to the provision of services to our community.

We face a number of challenges in this district over the next 3 years, including proportioning and setting rates so that we can continue to provide our current services, and address the necessary future provision of infrastructure and facilities in our settlements.

This plan sets out how we intend to live within our means while continuing to provide suitable levels of service and infrastructure to the community.

COUNCIL'S VISION 2015+

Westland District Council will facilitate the development of communities within its district through delivery of sound infrastructure, policy and regulation.

This will be achieved by:

Involving the community and stakeholders

Delivering core services that meet community expectations and demonstrate value and quality

Proudly promoting, protecting and leveraging our historic, environmental, cultural and natural resource base to enhance lifestyle and opportunity for future generations.

Our Way Forward

Council has factored in the specific characteristics of this district when deciding how to carry out its business, including the small rating base, the large geographic area and the distance between settlements.

Funding and delivering activities is a challenge. We know that the cost of providing our services to the community must be transparent and fair. This plan reflects that we will be:

- Operating within sensible debt limits
- Implementing a depreciation policy that will enable us to replace our existing assets
- Addressing opportunities for changes in service delivery as contracts come up for renewal
- Adopting smart business practices, which includes working collaboratively with other Councils, key stakeholders, businesses and the voluntary sector.

Our Response to Your Feedback

Council received 686 written submissions on the draft Long Term Plan and heard from over 50 people at the Hearings. We would like to thank everyone who took the time to provide feedback. As a result of those submissions several changes were made that have been incorporated into this final Plan. In summary they are:

- We reduced the overall rates increase from 5.5% to 4.92% in Year 1. This was the result of savings identified in operational expenditure. *The underlying increase does not include the Westland Milk Product's targeted and infrastructure rate that is being paid to Council*
- We reduced the annual rates cap from 10% to 5%
- We have kept the Capital Value rating system, but we reduced the Uniform Annual General Charge (UAGC), and amended some General Rate and Community Rate differentials
- We included \$30,000 in the plan for the Hokitika Waterfront development and \$10,000 for upgrading the Marks Road Reserve in Haast. These are to be funded from the Reserves Development Fund
- We added a further \$5,000 per annum from rates to the grant for the Regent Theatre in Hokitika, bringing their annual grant from Council to \$30,000 per annum
- We approved the following MDI projects:
 - \$90,000 for the upgrade to the Ross Hall
 - Up to \$400,000 for the new RSA facility (or 65% of total cost, whichever is the lesser)
 - Up to \$1.5m towards the Westland High School Community and Recreation Centre (or 65% of the cost, whichever is the lesser)
- We retained the Hokitika Wildfoods Festival in-house for 2016 and will explore other delivery models from 2017 on
- We confirmed the additional opening hours for the Museum and Library that were proposed in the draft Plan
- We agreed that dog registration fees will not increase as a result of the

increased contract costs for the first 3 years of the Plan

- We will be re-aligning and sealing Fourth Street in Kumara
- We support Enterprise Hokitika to develop Revell Street in heritage theme to enhance the opportunities brought about by "The Luminaries" mini-series.
- We have included a statement declaring our support in principle for the Haast-Hollyford Road

- We have included feedback from Poutini Ngāi Tahu throughout this plan to incorporate mana whenua values.

We want to make sure our communities have the services they need to live now, without jeopardising the wellbeing of people now or in the future. We thank you all for your contribution to the Council Plan and we look forward to a positive and prosperous future for the district.



Mike Havill,
Mayor of Westland



Tanya Winter,
Chief Executive



PURPOSE OF THE COUNCIL'S TEN YEAR PLAN

To describe the activities of Council

The Westland District Council provides 26 activities. What we do and why, the situation in 2015 and where we want to be in the future is information included in this Council Plan.

Leadership:

Democracy
Corporate Services
Council Controlled Organisations

Planning & Regulatory Services:

Inspections & Compliance
Resource Management
Emergency Management
Animal Control

Community Services:

Community Development and Assistance
Community Halls
Township Development Fund

Leisure Services & Facilities:

Westland District Library
Hokitika Museum
Swimming Pools
i-SITE
Parks & Reserves
West Coast Wilderness Trail
Public Toilets
Land & Buildings
Cemeteries
Elderly Housing
Hokitika Wildfoods Festival

Infrastructure:

Transportation
Water Supply
Wastewater
Stormwater
Solid Waste

To identify how our activities contribute to our vision

Council adopted a vision at the end of 2014 to set the scene for the development of this 10-year Council Plan. We will measure everything that we do against this vision.

To provide integrated decision-making and co-ordinate our resources

An important part of this Council Plan is the two strategies: Infrastructure and Finance. These strategies interrelate and they are the basis for our long term planning.

We also identify how we work with other partners and stakeholders to deliver services to the community.

To provide a long-term focus for Council's decisions and activities

This Plan looks out 10 years (and the Infrastructure Strategy looks out 30 years).

To provide a basis of accountability to the community

This plan states how we will measure our performance. Council reports at least annually on its performance through the Annual Report. We collect information more regularly, usually on a three month basis, to enable Council to check its own progress.

A key change in this Plan is more focus within our performance measures on "resident satisfaction".

KEY CHALLENGES

The low rating base

Funding and delivering activities is a challenge in Westland as, although it is a vast district, it is not highly populated and much of the land within it (about 87%) is in the Department of Conservation (DOC) estate. The DOC estate provides an essential platform for the growing tourism industry in this district and is of immense benefit to residents, businesses and industry that utilise the land. A challenge is that Council needs to provide supporting infrastructure and facilities to enable visitors access and use of the DOC estate however the cost and maintenance of these assets cannot be directly recovered from DOC. There is also no direct way to recover the costs from visitors.

There is one main township in this district – Hokitika - with many small settlements and a spread of rural farms and industry. There are only 6,500 rateable properties and these dispersed properties require a range of different services, including facilities and large scale infrastructure. It is a challenge for Council to fund all of these essentials.

Council's largest operational spending continues to be in the transportation activity and the 3-waters (drinking, wastewater and stormwater). We intend to seek more input from central government for our infrastructure activities, including waste, water and roads.

The Environment

The Westland landscape and environment is unique to New Zealand. It brings us joy as residents and is a draw card for visitors and an asset for our mainstay industries such as farming and mining.

As a district we however face natural hazard challenges and this influences the location and lifespan of our infrastructure and facilities. Conflict does occur between the natural environment and human activity, whether it be the power of the rivers and the sea that we need to respect or weather events that disrupt our activity.

Natural hazards in our district affect our existing towns and have affected some of our residents directly as property owners. Council intends to have discussions with the central government about the impact of the Fault Rupture Avoidance Zone on existing properties in Franz Josef / Waiau. We will be working with the Franz Josef / Waiau community, mana whenua, the West Coast Regional Council, New Zealand Transport Agency and other agencies to address

the implications of natural hazards on future development opportunities in the town.

Partnerships and collaboration


Council and Poutini Ngāi Tahu's intention is that engagement be a two way process with both parties actively involving one another in discussion. This relationship is important and is reflected in this Plan.

There are economic development benefits from Council working with other parties to provide expanded utilities and infrastructure. The example in this Plan is the Hokitika water supply expansion. We will remain open to discussions with other parties for any proposal which supports the economic development of the district and has wider benefits to ratepayers.

We can assist with new opportunities for the district such as recognising the potential for the town of Hokitika from the success of Eleanor Catton's "The Luminaries" novel. The Luminaries mini-series will encourage people to visit our district and to see the "Old Hokitika". A heritage-sensitive themed streetscape on south Revell Street is an option to explore. Museum and Library staff will respond to future requests for historical information and other Council departments will assist researchers and interested parties by providing key community contacts and by working alongside the community to renew or upgrade its infrastructure in that area of town in a heritage sensitive way.

Council has agreed to support applications to Development West Coast for Major District Initiative (MDI) funding for a number of local projects. Westland High School is leading a project to build a Recreation and Community Centre. Council support was encouraged by hundreds of submissions on the proposed Council Plan and it agreed to allocate up to \$1.5 million from the MDI fund (or 65% of the total project cost, whichever is the lesser) towards this large scale project. Council has also confirmed allocation of MDI funding for the Ross Community Association to upgrade the Ross Community Hall and to the Hokitika/Westland RSA to rebuild an RSA facility in Hokitika.

We have provided \$30,000 seed money out of the reserve development fund (paid for by recent subdivisions) towards the development of the Hokitika waterfront as a collaborative initiative between Council, WAI and volunteer groups. Council will need to be involved as the project relates to Council assets (land and structures) and we need volunteers to lead the



completion of the planning, and fundraising for implementation of the plan.

The reserve development fund will also be used to start the redevelopment of the Marks Road reserve in Haast. This town is our southern gateway.

Funding is included in the plan for 2015/16 in order to help to secure the future of our iconic event – the Hokitika Wildfoods Festival. We are underwriting the cost of the event being organised for 2016 and will be investigating options for the running of the festival in future years.

Financial stability

The community wants financial stability from Council and this plan reflects this by adopting a sustainable long term approach to maintaining what we have, taking careful steps towards identifying what we need for the future, and

what we can afford. Decisions about future spending have not been made lightly.

Council amended its cap for limiting rates increases in the future to 5% (from a maximum of 10%) as a result of strong public feedback that it must provide a level of certainty to the public as well as demonstrating efficiency and prudence.

A challenge for Council is to regularly recheck its own systems and processes so it can make financial savings when it can, including the renewal of contracts.

During the lifetime of this plan we will be undertaking a programme to enhance our knowledge of the condition and potential life of our assets. We will use this information to update our asset management strategies and plans. As asset management information is developed, depreciation rates will be reviewed and adjusted accordingly.

INTENDED LEVELS OF SERVICE

Council is not planning to significantly change any levels of service, however we are planning a number of minor improvements to existing services. An example of this is increased hours at the Library and Museum, and the newly combined Customer Service Centre and i-SITE. This facility will be open 7 days a week and Council will be taking care to ensure that it manages the different needs between resident and business customers and tourist/local travellers.

In some instances it is going to cost more just to keep providing the same services. Examples of this are the extra cost of maintaining our roads, the new cost of ensuring that drinking water systems comply with the New Zealand Drinking Water Standard and the resources that have been added to ensure the Council can meet its current goal of completing a timely review of the District Plan.

Council will be making an effort to improve its performance in some areas to ensure it achieves its currently stated level of service. Extra funding has been allocated towards improving Council's wastewater services. This includes funding to ensure facilities such as the Franz Josef / Waiau wastewater treatment will meet environmental standards in the future. It is also a key priority for Council to address the seasonal water shortages in Franz Josef / Waiau.

Although minimal population growth is anticipated in the district, substantial capital expenditure will be required on a renewals programme in order to maintain the current levels of service. In Council's Infrastructure Strategy it is noted that a number of the district's assets are approaching or past their expected useful economic lives.

SIGNIFICANT FORECASTING ASSUMPTIONS


All of the information in the Council Plan is a forecast of Council's future activities and resulting financial impacts. Council has made the following assumptions:

<i>Significant Forecasting Assumption</i>	<i>Level of uncertainty about the assumption</i>	<i>Risks underlying the financial estimates</i>	<i>Estimate of the potential effect of this uncertainty on the financial estimates provided in the LTP</i>
Population: The population of the district will remain static or grow slightly during the period of the plan. The population statistics used are the medium growth rate shown in the 2015 Statistics New Zealand forecasts. Westland is predicted to experience an ageing population over the life of this Long Term Plan. It is forecast that the number of residents aged over 65 will increase from 18% to 26% of the resident population.	Low	That the population forecasts change.	It is unlikely the total population will alter substantially however the increased percentage of residents aged over 65 will impact not only the type and mode of services that Council provides, but also its affordability thresholds as it can be expected that rates will become a higher proportion of average household income.
Tourism: Tourism growth will continue to increase during the period of the plan and this will impact on some Council infrastructure and services.	Low	That tourist numbers increase quickly.	Unplanned expansion of infrastructure to respond to an increase in demand would test the budgets in this plan.
Land use: Council's rating base is represented by the following types: Commercial 5%, Residential 41%, Rural 34% and Rural-Residential 20%. The proportions are not expected to change significantly during the life of this Council Plan.	Low	That these factors change.	The funding approach adopted in this plan will accommodate small variances in these characteristics of the district.
Inflation: The level of prices is assumed to increase over the period of the Long Term Plan for each activity area as forecast by BERL. The level of increase assumed in the Long Term Plan is set out in the financial statements in this Council Plan. The assumed increases include general prices (3%), pay costs (2.3%) and construction costs (3.7%)*.	Medium	That super inflation occurs.	The impact would range from changes that Council could respond to up to a catastrophic financial situation.
Interest: Council has calculated interest expense of 6.5% in 2016, 6.75% in 2017 and then 7% thereafter. Internal loans will be charged at 4.5%.	Medium	That interest rates increase.	The impact would range from changes that Council could respond to up to a catastrophic financial situation.

* The percentages shown are 10 year averages

<i>Significant Forecasting Assumption</i>	<i>Level of uncertainty about the assumption</i>	<i>Risks underlying the financial estimates</i>	<i>Estimate of the potential effect of this uncertainty on the financial estimates provided in the LTP</i>
Returns on Investment: Council has calculated interest income based on our current portfolio, which is made up of fixed interest bonds, the average rate applied is 6.27%. As these investments mature, we have assumed an average interest rate of 4.5%. Capital reserves will be credited interest at 4.5%. Cash investments will return income based on the interest rate assumption. Distributions from Westland Holdings Limited have been budgeted for in the plan.	Low	That return rates for investment are lower than interest rates on Council loans.	The impact would range from changes that Council could respond to up to a material financial deficit.
Renewability or otherwise of external funding: Council assumes renewal of current funding arrangements with its principal bankers, Westpac, both in regard to the quantum of the funding and the terms and conditions of the funding.	Low	That funding arrangements falter.	The impact would range from changes that Council could respond to up to a catastrophic financial situation.
Replacement of Assets: The optimal goal is that assets will be replaced at the end of their economic life. The gap analysis performed during the creation of the Infrastructure Strategy identified areas where this may not be affordable. In view of this, careful management of assets replacements is contained within the AMPs. Depreciation rates are shown in the Statement of Accounting Policies. The Council's policy in relation to the funding of capital expenditure is set out in the Revenue and Financing Policy.	Medium	That Council does not meet the goals set out in its Financial and/or Infrastructure Strategy.	Unexpected or unbudgeted replacement costs may lead to failures in budgets.
		That reactive maintenance costs will be high.	Spiralling rates.
Revaluations: As part of condition assessments and revaluations, the economic lives of Council's infrastructure and building assets are re-assessed every 3 – 5 years so that carrying values are maintained at fair value.	Low	Ineffective practice may result in failure to pay for future replacements.	Spiralling rates.

Significant Forecasting Assumption	Level of uncertainty about the assumption	Risks underlying the financial estimates	Estimate of the potential effect of this uncertainty on the financial estimates provided in the LTP
Subsidies: New Zealand Transport Agency (NZTA) will initially be increasing its funding assistance rate (FAR) to 59% in Year 1 however it will then reduce it to 58% from 2016, and this will be the final FAR until 2025. An exception is for Special Purpose Roads. These are 100% for 2015-2018 and then transition to the local roads FAR of 58% from 2019.	Low	That NZTA's subsidy rates change.	A reduction in anticipated subsidies would test the budgets in this plan. Spiralling rates.
Legislation: Council is expecting changes to legislation and other requirements from central government, and acknowledges that this responsibility is not likely to be accompanied by government financial input.	Low	That Council cannot afford to respond.	Potential central government intervention if Council does not respond appropriately. Spiralling rates.
Resource Consents: Resource consents held for Council activities will require renewal and increased monitoring.	Low	That Council cannot afford to comply or respond to monitoring requirements.	Potential service failures and/or adverse environmental effects. Potential infringement fines.
Natural Disasters: Council will continue to fund emergency management functions and utilise District Plan controls to address risk from potential natural hazards. It will not attempt to make its infrastructure disaster-proof aside from meeting Building Code legislative requirements. It will not be budgeting for full disaster recovery.	Low	That Council has not fully prepared prior to hazard events occurring.	Unexpected or emergency works will test the budgets in this plan. Potential for uninsured losses.
Climate Change: Council has not factored in specific climate change impacts/risks into its financial forecasting in the LTP nor into its current infrastructure specifications. Council will acknowledge potential climate change impacts/risks when making decisions to install new infrastructure.	Low	That Council has not fully prepared prior to hazard events occurring.	Unexpected or emergency works will test the budgets in this plan. Potential for uninsured losses.
Emissions Trading: The Emissions Trading Scheme is in place; however there is still limited detail on how its implementation will affect costs going forward. Council has accounted for the carbon tax on Butler's Landfill in this LTP, as per the information available.	Low	That Council underestimates liabilities and costs.	Cost of increased taxes is not budgeted.



<i>Significant Forecasting Assumption</i>	<i>Level of uncertainty about the assumption</i>	<i>Risks underlying the financial estimates</i>	<i>Estimate of the potential effect of this uncertainty on the financial estimates provided in the LTP</i>
Sales of Fixed Assets: Assets will be sold if they are determined to not be required.	Low	That sufficient resources have not been devoted to undertaking this exercise.	Potential profits are not realised.
MDI Funding: Council assumes that it will continue to manage the local major district initiatives (MDI) funding allowance.	Low	That Development West Coast discontinues providing MDI funding to Councils.	District and community initiatives cease and/or groups may turn to Council for financial input. Negative economic impact on the district. Greater rates input.
Local Government Reorganisation: There will be no change to district boundaries.	Low	That central government initiates changes.	Cost of reform and change is not budgeted. Large scale infrastructure projects may become superfluous or redundant.

OUR RATING SYSTEM

In 2014/15, Council made a change to how it determines the rates liability of properties within the district. In making the change, we placed emphasis on developing a simple more easily understood rating system. We have taken the view that rates are more akin to a tax than a payment for services received. That is, an activity should be funded from the general rate, unless Council determines that a targeted rate is justified to more appropriately allocate the rates to a community, a sector or a connected property.

The first application of the changed system will be the 2015/16 first quarterly instalment.

The components and reasoning behind the rating system is set out in full in Council's Revenue and Financing Policy and Rating and Rates Remission policies. These policies are on the Council's website www.westlanddc.govt.nz and can be obtained from Council.

Why we changed the rating system

The existing system had been modified over a number of years and had become complex and unwieldy. It no longer provided certainty, predictability or clarity.

The general rate was formerly calculated by land value, it is now calculated by capital value. This change eliminates a number of existing anomalies and ensures that single rating units containing multiple dwellings or activities will be rated proportionately.

The general rate differentials have been moderated from the previous system that contained multiple rate types, differentials and funding allocations, to just four differential sectors. This is to provide transparency about who pays and provides Council with a simpler, and flexible, method for reviewing the distribution of rates as the needs in the District change.

We wanted to transfer the localised elements of Council expenditure from the general rate to a new community rate. This enables ratepayers to have a direct input to how their rates are allocated in their locale across eight community zones.

The process

Council initially proposed a 30% UAGC. Feedback was received from the community that the impact of a 30% UAGC was a high proportionate increase for lower to mid value properties, particularly in Rural Residential and certain Residential areas. Council has responded by reducing the UAGC percentage

to 21.7%. This reduction in the UAGC means a greater proportion of the general rate is calculated through the capital value based part of the general rate. The result is a more equitable distribution of the general rate, with more moderate increases across all sectors. In comparison to the draft LTP, this particularly affects higher capital value properties in Commercial and Rural sectors.

The factors applied to the sector differentials were also slightly adjusted to fine-tune the adjustment.

Nevertheless the overhaul to the rating system has resulted in significant movements in rates, particularly for properties with higher capital values. This was originally anticipated because the change corrects a large number of inequities that were inherent in the existing system.

The Comprehensive Funding Impact Statement (in the 'Financial Statements' section of this plan) shows the impact of these changes to the rating system and the changes to the UAGC and capital value rates as a result of consultation.

Key elements of the rating system

Having been prudent and appropriately exhausting all other funding sources, Council will fund its remaining operating expenses from rates. For many activities this is the main funding source. A portion of the rates intake funds the capital (principal) repayments of debt. We use rates to fund some small items of capital expenditure and some capital projects in advance (by collecting funds for depreciation).

The setting of rates is a complex process. We have chosen to have two general rates; a uniform annual general charge (UAGC) and a general rate based on the value of the property. We have chosen capital value as the basis by which to calculate the general rate.

In the first year, the UAGC has been set at 21.7% of total rates. A UAGC is generally charged to every rating unit. An exception is if contiguous (joining) properties are being used as one unit. The Rating Policy sets out the circumstances when only a single UAGC may be applied.

There are eight community zones, that receive targeted rates relevant to the local services they receive.

Where user charges are not practicable, but discrete user groups can be identified, Council applies targeted rates. The community rate is an example of this, along with reticulated water utilities and such elements as the Hokitika Area Promotions rate.

Targeted rate boundaries have been drawn with the intention of encompassing whole rating units. Should a boundary split a rating unit, Council will rate the property based on the predominate use of the property.

The general rate is applied to those activities which provide a benefit to the whole district.

General rates and community rates are based on the use to which the land is put. Four differentials have been adopted; Residential, Rural Residential, Rural and Commercial. Council undertakes reviews to update its information about what activity properties are being used for. It can also review the differentials.

New rates cap

Council adopted a 5% rates cap for annual increases as a result of strong feedback from the public that it must provide a level of certainty as well as demonstrating efficiency and prudence.

The rates cap is explained further in the Financial Strategy that is contained in this plan (within the “Key Strategies” section).

Rates remission opportunities through the Council

Remission on rating is available for land owned by Council and/or owned and occupied by a charitable organisation, which is used exclusively or principally for sporting, recreation, or community purposes.

This does not apply to any body (including a society, associated organisation, whether incorporated or not) that is for the purpose of profit or gain and/or to groups or organisations who engage in recreational, sporting or community services as a secondary purpose only.

No remission will be granted on targeted rates for water supply, wastewater services or refuse collection.

Remission is available on/for:

1. Schools

In order to provide relief and assistance to educational establishments in paying wastewater charges.

2. New Subdivisions

Remission on new subdivisions is available to provide temporary rates relief to new subdivisions, limit the immediate rates impact of multiple Uniform Annual General Charges (UAGC) and service charges in the first year, provide a rating policy that is consistent with accommodating growth expectations for the district and to encourage or at least not

discourage continued subdivision activity in the district as allowed by the District Plan.

3. Non-contiguous Farm or Horticultural Rating Units

The Uniform Charges, where the same ratepayer owns non-contiguous Rating Units that are operated as a single farm or horticultural unit.

4. Emergencies

The effects of calamities, i.e. to provide relief when a property incurs severe damage as a consequence of a non-perpetrated event.

5. Unoccupied Māori land

Where no income is derived from the land and the liability for rates cannot be definitively attributed.

Council also has Policies on Remission and Postponement for:

Rates on Māori Freehold Land. “Māori Freehold Land” is defined in section 5 of the Local Government (Rating) Act 2002 as land whose beneficial ownership has been determined by the Māori Land Court by freehold order. Only land that is subject to such an order may qualify for remission under this policy.

Extreme Financial Hardship. The policy offers rates postponement to ratepayers that may be suffering or have suffered extreme financial hardship.

How can I get a remission on my rates?

If you do not currently receive a remission and believe you qualify via one of the sections described above, please apply in writing to the Council, detailing the circumstances.

The Department of Internal Affairs Rates Rebate Scheme

Council administers this rates rebate scheme on behalf of the Department of Internal Affairs (DIA). It is designed to provide a subsidy to low-income homeowners on the cost of their rates.

Ratepayers apply for this scheme through their local council. Westland District Council receives the application form from DIA.

You must wait until you get your first quarter rates bill before you see us about organising a rebate.

When applying for a rebate you will need:

- Your rates notice (including your West Coast Regional Council rates notice if billed separately) for the current rating year

- Information about what your income (before tax) was for the previous tax year ended 31 March
- Information about what your partner/ joint homeowner's income was if he/she was normally living with you.

Rate accounts

We will be working towards making rates accounts more itemised. We will also continue to develop electronic methods for delivering and paying accounts as well as instalment options. We welcome your input on this.

Disputes

Objections to the Rating Information Database and rates records will follow the rules laid down by s.29 and s39 of the Local Government (Rating) Act 2002. Any dispute over the application of any of these rating policies that cannot be resolved through liaison with officers, must be made in writing to the Chief Executive. Should the Chief Executive be unable to reach agreement with the ratepayer the matter shall be decided by Council or any such committee or sub-committee it so delegates.



AUDIT REPORT

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

To the reader

Independent auditor's report on Westland District Council's 2015-25 Long-Term Plan

I am the Auditor-General's appointed auditor for Westland District Council (the Council). Section 94 of the Local Government Act 2002 (the Act) requires an audit report on the Council's long term plan (the plan). I have carried out this audit using the staff and resources of Audit New Zealand. We completed the audit on 30 June 2015.

Opinion

In my opinion:

- the plan provides a reasonable basis for:
 - long-term, integrated decision-making and coordination of the Council's resources; and
 - accountability of the Council to the community;
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 231 to 233 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 and accurately reflect the information drawn from the District Council's audited information.

This opinion does not provide assurance that the forecasts in the plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee complete accuracy of the information in the plan.

Basis of Opinion

We carried out our work in accordance with the Auditor-General's Auditing Standards, relevant international standards and the ethical requirements in those standards.

We assessed the evidence the Council has to support the information and disclosures in the plan and the application of its policies and strategies to the forecast information in the plan. To select appropriate audit procedures, we assessed the risk of material misstatement and the Council's systems and processes applying to the preparation of the plan.

Our audit procedures included assessing whether the:

- Council's financial strategy, and the associated financial policies, support prudent financial management by the Council;
- Council's infrastructure strategy identifies the significant infrastructure issues that the Council is likely to face over the next 30 years;

- information in the plan is based on materially complete and reliable asset and activity information;
- Council's key plans and policies have been consistently applied in the development of the forecast information;
- assumptions set out within the plan are based on the best information currently available to the Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- forecast financial information has been properly prepared on the basis of the underlying information and the assumptions adopted and complies with generally accepted accounting practice in New Zealand;
- rationale for the Council's activities is clearly presented and agreed levels of service are reflected throughout the plan;
- levels of service and performance measures are reasonable estimates and reflect the main aspects of the Council's intended service delivery and performance; and
- relationship between the levels of service, performance measures and forecast financial information has been adequately explained within the plan.

Responsibilities of the Council and auditor

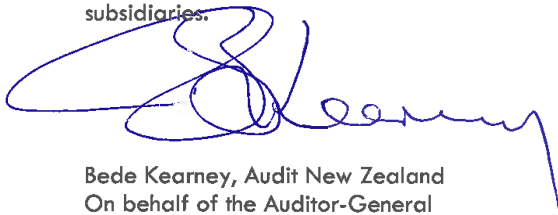
The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures and other actions relating to the preparation of the plan;
- presenting forecast financial information in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the preparation of a plan that is free from material misstatement.

I am responsible for expressing an independent opinion on aspects of the plan, as required by sections 94 and 259C of the Act. I do not express an opinion on the merits of the plan's policy content.

Independence

We have followed the independence requirements of the Auditor-General, which incorporate those of the External Reporting Board. Other than our work in carrying out all legally required external audits, we have no relationship with or interests in the Council or any of its subsidiaries.



Bede Kearney, Audit New Zealand
On behalf of the Auditor-General
Christchurch, New Zealand





Funding is included in the plan for 2015/16 in order to help to secure the future of our iconic event – the Hokitika Wildfoods Festival. We are underwriting the cost of the event being organised for 2016 and will be investigating options for the running of the festival in future years



YOUR COUNCIL



ELECTED MEMBERS

	<i>ELECTED MEMBER</i>	<i>POSTAL</i>	<i>PHONE</i>	<i>EMAIL</i>
Mayor				
	Mayor Mike Havill	PO Box 62 Ahaura 7843	Ph: 03 732 3003 Cell: 021 924 404	mayor@westlanddc.govt.nz
Northern Ward				
	Cr Murray Montagu	35A Montagu Spur RD 2, Hokitika 7882	Ph: 755 6807 Cell: 021 626 2924	cr.montagu@westlanddc.govt.nz
	Cr Kees van Beek	1616 Old Christchurch Road RD 2 Hokitika 7882	Ph: 03 736 9844 (answerphone) Ph: 755 8844 (main phone) Fax: 755 8844 Cell: 027 644 5469	cr.vanbeek@westlanddc.govt.nz
	Cr Andrew Thompson	293 Stafford Loop Road, RD 2, Hokitika 7882	Ph: 755 5155 Cell: 027 432 3611	cr.thompson@westlanddc.govt.nz

	ELECTED MEMBER	POSTAL	PHONE	EMAIL
Hokitika Ward				
	Cr Jim Butzbach	227 Gillams Gully Road RD 2, Hokitika 7882	Ph: 755 8180 (WK) Cell: 027 594 3616	cr.butzbach@westlanddc.govt.nz
	Cr Mark Dawson	137 Brickfield Road RD 2, Hokitika 7882	Ph: 755 6878 (H) Ph: 03 768 1062 (WK) Cell: 027 434 5845	cr.dawson@westlanddc.govt.nz
	Cr Latham Martin	74 Park Street, Hokitika 7810	Ph: 755 7337 Fax: 755 7337 Cell: 027 849 1424	cr.martin@westlanddc.govt.nz
Southern Ward				
	Deputy Mayor Pauline Cox	121 Whites Road RD 1, Hokitika 7881	Ph: 755 6245 Fax: 755 6633 Cell: 027 439 3173	cr.cox@westlanddc.govt.nz
	Cr Greg Hope	1 Marks Road PO Box 11 Haast 7844	Ph: 03 750 0877 Ph: 03 750 0703 (W) Fax: 03 750 0718 Cell: 021 042 9738	cr.hope@westlanddc.govt.nz

COUNCIL STANDING COMMITTEE

Executive Committee

Cr Mark Dawson (Chairman)
All other Elected Members

ELECTED MEMBER LIAISON ROLES WITH COMMUNITY ASSOCIATIONS

<i>Organisation</i>	<i>Appointment</i>
Development West Coast – Appointment Panel	Mayor Havill
Enterprise Hokitika	Cr Butzbach
Fox Glacier Community Association	Cr Hope
Franz Inc.	Deputy Mayor Cox Cr Hope
Franz Josef / Waiau Community Forum	Deputy Mayor Cox
Glacier Country Tourism Group	Deputy Mayor Cox
Haast Promotions Group	Cr Hope
Harihari Community Association	Deputy Mayor Cox Cr Martin
Heritage Hokitika	Cr Martin
Heritage West Coast	Cr Martin
Kokatahi/Kowhitirangi Community Association	Deputy Mayor Cox Cr Thompson
Kumara Residents Association	Cr. Montagu Cr van Beek Cr Thompson
Ōkārito Community Association	Deputy Mayor Cox
Ross Community Society	Cr Montagu Cr Thompson
Safer Community Council	Cr van Beek
Whataroa Community Association	Deputy Mayor Cox

COUNCIL'S EXECUTIVE TEAM

<i>Name</i>	<i>Position</i>	<i>Contact</i>	<i>Mobile</i>	<i>Email</i>
Tanya Winter	Chief Executive	03 756 9010	021 379 662	ce@westlanddc.govt.nz
Vivek Goel	Group Manager: District Assets	03 756 9034	022 683 4610	vivek.goel@westlanddc.govt.nz
Gary Borg	Group Manager: Corporate Services	03 756 9030	027 886 0421	gary.borg@westlanddc.govt.nz
Jim Ebenhoh	Group Manager: Planning, Community & Environment	03 756 9035	027 886 0420	jim.ebenhoh@westlanddc.govt.nz
Diane Maitland	Executive Assistant	03 756 9038	027 503 9111	diane.maitland@westlanddc.govt.nz

COUNCIL WORKING GROUPS

<i>Group</i>	<i>Name</i>
Alcohol Working Group	Cr Martin Cr Butzbach Cr Montagu
FAR Working Group	Deputy Mayor Cox Cr Hope Cr van Beek
Three Mile Hall	Representatives of the Three Mile Hall Committee Mayor Havill Cr van Beek Cr Montagu Cr Thompson

OTHER APPOINTMENTS

<i>Group</i>	<i>Name</i>
Creative Communities Local Assessment Committee	Cr Latham Martin Reilly Burden Ian Boswell Kathy Dyzel Nick Meissel
District Licensing Committee	Bryce Thomson (Commissioner) Zelda Martin Timothy Teen Richard Gardiner
Hokitika Seawall Joint Committee	Cr Dawson Cr Butzbach Cr van Beek
Resource Management Advisors	Cr Martin Cr Butzbach Cr van Beek Cr Hope
West Coast Emergency Management Group	Mayor Havill
West Coast Regional Transport Committee	Cr Hope
Trustpower Community Awards - Judging Panel	Mayor Havill Deputy Mayor Cox Cr Martin Mike Keenan Ian Gilbertson Chris Hickford
Sport NZ Rural Travel Fund - Allocation Committee	Cr Dawson Pavel Bares Jane Neale

COUNCIL CONTROLLED ORGANISATIONS (CCO'S)

CCO's	Board of Directors
Hokitika Airport Limited	Linda Robinson - Chairperson Les Singer Marcel Fekkes
Westland District Property Limited	Graeme Purches – Chairman Les Singer
Westland Holdings Limited	Graeme King - Chairman Michael Teen Mike Havill
Westroads Limited	Durham Havill – Chairman Peter Cuff Maurice (Jacko) Fahey Bryce Thomson

COUNCIL ORGANISATIONS

Westland Wilderness Trust

- Deputy Mayor Cox
- Cr van Beek
- Francois Tumahai, Te Rūnanga O Ngāti Waewae - Chairperson
- Chris Auchinvole
- Mike Slater, Director - Conservation Services, Department of Conservation
- Cr. Anton Becker, Grey District Council
- Natalie Win, Te Rūnanga O Makaawhio

West Coast Rural Fire Authority

- Cr Hope
- Group Manager: District Assets

Tourism West Coast

- Gary Lee

Westland's Ambassador

- Dick Tayler.



COUNCIL'S VISION 2015+

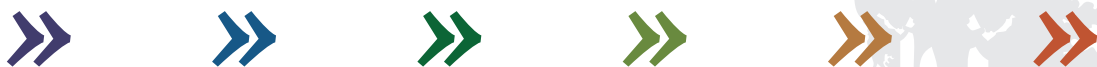
Westland District Council will facilitate the development of communities within its district through delivery of sound infrastructure, policy and regulation.

This will be achieved by:

Involving the community and stakeholders

Delivering core services that meet community expectations and demonstrate value and quality

Proudly promoting, protecting and leveraging our historic, environmental, cultural and natural resource base to enhance lifestyle and opportunity for future generations.



HOW COUNCIL ACTIVITIES CONTRIBUTE TO ITS VISION

<i>Vision</i>	<i>Leadership</i>	<i>Roads & Footpaths</i>	<i>Water Supply</i>	<i>Sewerage (treatment & disposal)</i>	<i>Stormwater</i>	<i>Planning & Regulatory Services</i>	<i>Community Services</i>	<i>Leisure Services & Facilities</i>	<i>Solid Waste</i>
Develop communities	✓	✓	✓	✓	✓	✓	✓	✓	✓
Deliver sound infrastructure	✓	✓	✓	✓	✓				✓
Deliver sound policy	✓					✓			
Deliver sound regulation	✓					✓			
Involve the community and stakeholders	✓	✓	✓	✓	✓	✓	✓	✓	✓
Deliver core services that meet community expectations & demonstrate value and quality	✓	✓	✓	✓	✓	✓	✓	✓	✓
Proudly promote, protect & leverage our historic, environmental, cultural & natural resources base to enhance lifestyle and opportunity for future generations	✓	✓	✓	✓	✓	✓	✓	✓	✓

In addition, expected outcomes are expressed within the Activity Statements in this plan.

SIGNIFICANCE & ENGAGEMENT POLICY

Council adopted this policy on 18 December 2014. Amendment has been made as a result of consultation on the entire Council Plan, so the revised policy was adopted on 30 June 2015. This new policy replaces and extends the scope of the Council's previous "Significance Policy".

The policy articulates the relationship between how significant a matter is and how the community should be engaged about the matter. It provides both the Council and the community with an accountable decision making framework. Proper application of the policy will ensure that the scale and resources for engagement match the significance of a matter.

We have a high level of confidence that this policy sets out an open and honest approach toward Council undertaking good engagement practices in the future.

Part I

1. PURPOSE [LGA s76AA (2)]

- 1.1 The purpose of the Westland District Council's Significance and Engagement Policy (SEP) is —
To enable the local authority and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions, and activities.
To provide clarity about how and when communities can expect to be engaged in decisions about different issues, assets, or other matters.
To articulate the relationship between the significance of a matter and the corresponding level of engagement of parties that is required.
- 1.2 The Council believes in the importance of having a (SEP) as it provides a useful and accountable decision making framework for both the Council and the community.

- 1.3 Significance, in respect to this policy, is the degree of importance of an issue, proposal or decision as assessed by the local authority, in terms of its likely impact on and likely consequences for –

- The district or region.
- Any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter.
- The capacity of the local authority to perform its role, and the financial and other costs of doing so.
- A matter will be determined "Significant" if it has a "high degree of significance". This is in accordance with the Local Government Act 2002 (LGA), section 5.

- 1.4 Engagement, in respect to this policy, is a process that can be undertaken at the outset, throughout, or at points during a decision-making process in order to inform the Council and to allow potentially affected parties to identify options for addressing the matter.

The LGA definition and/or use of the terms "significant", "significance" and "engagement" apply in regard to this policy. Unless otherwise stated, common dictionary definitions apply for other terms in this policy.

- 1.5 The Council has a Consultation Policy in place (adopted in 2005 and reviewed in 2012). Consultation is a process that generally occurs after a proposal has been formed i.e. the Council shares the formed proposal with parties and receives final feedback. A decision can then be made. Consultation is an additional requirement under legislation, including the Local Government Act, Resource Management Act, Reserves Act, Rating Act and Land Transport Management Act. This SEP does not replace the Council's legal responsibility to consult.

2. GENERAL APPROACH [LGA s76AA (1)(a)]

- 2.1 Council's assessment of the degree of significance of an issue, proposal or decision will be guided by Part II of this Policy.
- 2.2 Council's engagement practices will be guided by Part III of this Policy.

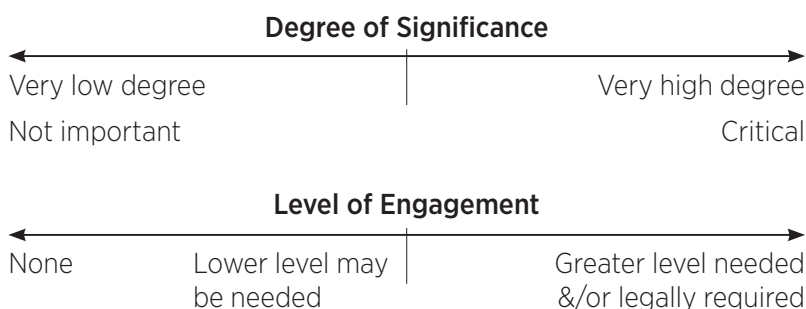


Figure 1: Determining significance and engagement

- 2.3 The Council will use the Special Consultative Procedure (SCP) whenever it is specifically required to by the LGA or other legislation.
- 2.4 Whenever a matter is identified by the Council as being of high significance, it will use the SCP procedure as a minimum procedure for consultation. It will undertake what it considers to be a corresponding high level of engagement about the proposal.
- 2.5 The Council will apply the principles of LGA section 82 in other instances of consultation.
- 2.6 The Council may choose to undertake engagement and/or consultation on occasions other than when a matter has been determined to be of high significance. In this instance it will justify why it is choosing to do so.

Part II

1. DETERMINING SIGNIFICANCE [LGA s76AA (1)(b)]

- 1.1 As per the LGA, section 5; a matter is “significant” if it has been determined to have a high degree of significance. The following list provides key questions that will help assess the overall degree of significance of a matter:
- Does it involve a Council strategic asset? The LGA states that it is a significant decision to transfer ownership or control, or to construct, replace or abandon a strategic asset. [The Council's Strategic Assets are listed in Part II, 2.2].
 - What is the impact on Council's levels of service, rates and/or Council debt?
 - How will the action or decision promote the Council's Vision or other priorities of Council, and to what degree?
 - What is the degree of impact on the community, individuals or groups?
 - Is there a likely impact on the cultural values of Māori (particularly Poutini Ngāi Tahu who have mana whenua status), including their relationship to land and water?
 - Is there a high degree of public interest?
 - Could the action or decision have significant consequences? The action itself may be minor but what will the outcome be?

- h. Is it a reversible decision? The more difficult an action or decision is to reverse, generally the higher the significance is.

2. COUNCIL'S STRATEGIC ASSETS [LGA s76AA (3)]

- 2.1 The LGA, section 76 AA (3) requires that the SEP must list the assets considered by the local authority to be Strategic Assets. These assets must be considered to be of high significance and as such corresponding engagement and consultation practices followed by the Council if transfer ownership or control of a strategic asset, or a decision to construct, replace or abandon a strategic asset is proposed.
- 2.2 The LGA, section 5, defines Strategic Assets as being the asset or group of assets held (owned) by the Council that it needs to retain if it is to maintain the capacity to achieve or promote an outcome that it determines to be important to the current or future well-being of the community.
- Westland Holdings Limited
 - Hokitika Airport
 - Urban roads, rural roads, bridges, footpaths
 - Water, treatment, storage and reticulation network
 - Wastewater reticulation and treatment facilities
 - Stormwater reticulation
 - Elderly person housing units
 - Cass Square
 - Community Reserves
 - Community Halls
 - Community Domains
 - Hokitika Cemetery
 - Kumara Cemetery
 - Ross Cemetery
 - Hokitika Museum/Carnegie Building
 - Public Toilets
 - Jackson Bay Wharf
 - Westland District Library
 - Council Headquarters
 - Hokitika Swimming Pool
 - Ross Swimming Pool
 - West Coast Wilderness Trail

Part III

1. ENGAGEMENT EXPECTATIONS [LGA s82 (3) & (4)]

- 1.1 The Council will engage with parties unless it is unnecessary, inappropriate or impossible to do so. That is; a case must

be proven in order to decide to not engage and it may be because of one or more of the following factors:

- a. The Council can demonstrate that it already has a sound understanding of the views and preferences of the persons likely to be affected by or interested in the matter
 - b. There is a need for confidentiality or commercial sensitivity
 - c. The costs of engagement or consultation outweigh the benefits
 - d. The matter has clearly already been addressed by the Council's policies or plans, which have previously been consulted on
 - e. An immediate or urgent response or decision is needed so that it is not reasonably practicable to engage
 - f. Works are required unexpectedly, or following further investigations, on projects that have already been approved by the Council
 - g. It is business as usual i.e. the works required are related to the operation and maintenance of a Council asset and responsible management requires the works to take place.
- 1.2 In instances where active engagement with parties is not going to occur, Council officers still must give consideration to the views and preferences of persons likely to be affected by, or to have an interest in the matter.

2. APPROPRIATE FORMS OF ENGAGEMENT [LGA s76AA (1)(c)]

- 2.1 The Westland District encompasses a large geographic area; townships can be several hours drive from one another and there are many dispersed rural communities. This impacts on how the Council can effectively hold conversations with its citizens.
- 2.2 Poutini Ngāi Tahu and Te Rūnanga o Ngāi Tahu, in their capacity as Treaty Partner, are an important entity to engage with over many matters. Council's relationship with Poutini Ngāi Tahu and their associated rūnanga, Te Rūnanga o Ngāti Waewae and Te Rūnanga o Makaawhio, should remain fluid and evolve in accordance with these organisations' preferences. Although all of the SEP processes do include the engagement of Iwi and Rūnanga, a separate and more specific policy or agreement could also be developed with

Poutini Ngāi Tahu about different kinds of Council decision-making.

- 2.3 The Council must also be mindful of whether an issue could be of importance to other Māori people living in the district.
- 2.4 The Council believes it is important that it has a presence across the district and in particular that elected representatives and staff are active in all of its communities. Successful engagement exercises have been achieved when they were structured around having the conversations in the community that the issue affected, rather than expecting the community to come to Hokitika. If it is a district wide issue then careful consideration is required about how best to communicate messages and be positioned to receive feedback.
- 2.5 Some communities in the Westland District do not have broadband internet coverage so this limits electronic communications.

3. IN DETERMINING APPROPRIATE FORMS OF ENGAGEMENT, THE COUNCIL WILL: [LGA s76AA (1)(d)]

- 3.1 Recognise the relationship between determining the significance of an issue and the level and type of engagement that will be required.
- 3.2 Select engagement processes and methods that are appropriate to the stakeholders that will be involved (including the public's time commitment and travel requirements, location of information and/or meetings).
- 3.3 Ask potentially interested parties if they consider themselves to be stakeholders and/or how they would like to provide input into the development of the proposal.
- 3.4 Be responsive to new methods identified by stakeholders for better engagement.
- 3.5 Bear in mind Council and other agency engagement initiatives that are underway, planned or likely to occur soon in the district. Combined initiatives will be utilised where appropriate so as to achieve efficiencies and avoid the public experiencing engagement / consultation fatigue.
- 3.6 Determine whether the Council already holds relevant information from the public or key stakeholders about the matter (from previous engagement or consultation efforts) and can utilise it instead of initiating another round of conversations.

- 3.7 Recognise the possible role of stakeholders and contacts Council already has a relationship with, including Iwi, Rūnanga, resident and community associations, business and industry representative groups.
- 3.8 Provide reasonable access to free information and reasonable methods for the public and key stakeholders to be able to respond (timeframes and suitable forms of submission).
- 3.9 Consider the best use of Council money and other resources to achieve the chosen engagement plan.

Part IV

1. PROCEDURE [LGA 76AA (2)(b) & (c)]

- 1.1 The procedure for determining the level of significance and the corresponding engagement required:
 - 1.1.1 In the first instance Council Officers will be responsible for assessing a matter to determine its level of significance, in accordance with Part II of this Policy. [To facilitate this operational process, the Council may choose to provide staff with a template, separate to but based upon Part II of this policy].
 - 1.1.2 Council Officers will then consider the corresponding extent and type of engagement that should occur, in

accordance with Part III of this Policy. In general, the more significant an issue, the greater the need for community or stakeholder engagement.

- 1.1.3 Any matter will be reported to the Council if it requires a Council decision to be made. The report will include –
 - a. An assessment of significance.
 - b. An assessment about the extent and type of community or stakeholder engagement that should occur.

2. THIS POLICY MAY BE AMENDED FROM TIME TO TIME [LGA s76AA, 4&5]

- 2.1 If the Council wants to amend this policy, it will consult in accordance with the Local Government Act, section 82, unless a decision is recorded that it “considers on reasonable grounds that it has sufficient information about community interests and preferences to enable the purpose of the policy to be achieved.”

3. DEVIATION FROM THIS POLICY [LGA s76AA, 6]

- 3.1 If the Council wishes to deviate from this policy it will follow the requirements of the Local Government Act, section 80, clearly identifying the inconsistency and the reasons for not following this policy, and stating any intention to amend the policy to accommodate the decision.

COMMITMENT TO CONSULTATION AND ENGAGEMENT WITH MĀORI, PARTICULARLY MANA WHENUA

Council welcomes and encourages Māori contribution to its decision-making processes. In doing so, it has special regard to the views of mana whenua of the Westland District; that is, with Poutini Ngāi Tahu (Te Rūnanga o Ngāi Tahu, Te Rūnanga o Makaawhio and Te Rūnanga o Ngāti Waewae).

We will strive to both welcome and actively seek Poutini Ngāi Tahu involvement in our consultation processes.

Council is committed to maintaining communication and its good working relationship with Poutini Ngāi Tahu, so that the relationship remains fluid and evolves in accordance with these organisations' preferences.

The Resource Management Act 1991:

Council currently has an ongoing commitment to consultation with respect to all of its planning processes, including those under the Resource Management Act and its community planning. It is important to the Council that its processes of consultation are appropriate to the needs of mana whenua in the Westland District.

The consultation carried out under the Resource Management Act recognises the specific interests within the Westland District area of Poutini Ngāi Tahu: Rūnanga o Ngāi Tahu; Te Rūnanga o Makaawhio; Te Rūnanga o Ngāti Waewae.

In respect of the Resource Management Act, Council also gives regard to the Statutory Acknowledgements in accordance with the Ngāi Tahu Claims Settlement Act 1988.

Council recognises the role and importance of the Makaawhio marae, Te Tauraka Waka a Māui, at Mahitahi/Bruce Bay, and the Ngāti Waewae marae, Arahura, at Arahura.

Te Rūnanga o Ngāi Tahu:

Phone: 03 366 4344 and 0800 KAI TAHU (0800 524 8248)

Postal Address: P.O. Box 13 046, Christchurch 8141

Email: If you know the name of the staff member you would like to contact try using the following email pattern: firstname.lastname@ngaitahu.iwi.nz, or use info@ngaitahu.iwi.nz

Te Rūnanga o Ngāti Waewae:

Arahura Marae

Postal Address: PO Box 37, Hokitika.

Phone: 03 755 6451 and 03 755 6452

Email: admin@ngatiwaewae.org.nz

Te Rūnanga o Makaawhio:

Makaawhio Marae

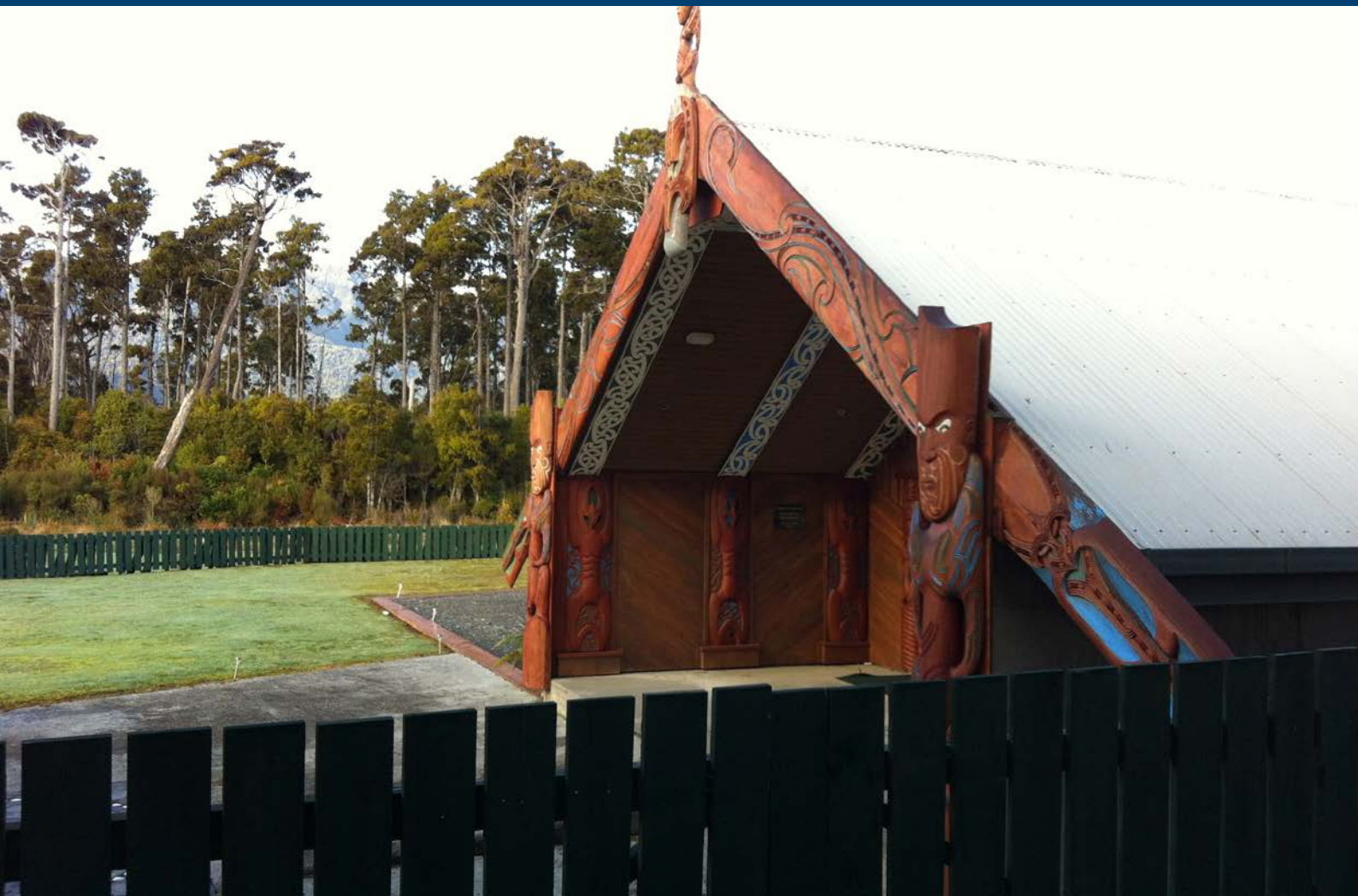
Postal address: PO Box 225, Hokitika

Phone: 03 755 7885 and 0800 955 007

Email: makaawhio1@xtra.co.nz or taoka.makaawhio@xtra.co.nz



Opening of the Ngāti Waewae marae, Arahura, in November 2014



Te Rūnanga o Maakawhio marae, Kaipo at Bruce Bay Marae

The background of the page is a scenic landscape photograph. It shows a calm body of water, likely a lake or a wide river, reflecting the sky. To the left, a steep, forested hillside rises from the water's edge. In the distance, a range of mountains is visible, with some peaks covered in snow. The sky is a pale, clear blue, suggesting a bright day. A road with a guardrail is visible on the left side of the image, near the water.

COUNCIL ACTIVITIES



DEMOCRACY

What we do and why

Council undertakes democratic local decision-making and action, by and on behalf of communities; to meet the current and future needs of communities for good-quality local infrastructure, local public services and regulatory functions. It endeavours to perform these activities in a way that is most cost-effective for households and businesses.

Council is an elected body of representatives who lead important decision-making for the district. Responsibilities of their role include:

- Providing representation of residents views
- Providing leadership in setting priorities and in decision making
- Developing policy
- Employing the Chief Executive
- Providing advocacy to central government for other services and making submissions to central government
- Partnering with other organisations to achieve outcomes.

The Westland District Council represents a small population (8,400 approximately) over a large geographic area. Council's elected representatives consist of the Mayor, and 8 Councillors from the wards of Northern (3), Hokitika (3) and Southern (2).

All scheduled meetings are advertised in local newspapers and on the Council website. Council will continue to hold its meetings in locations other than the Council Chamber on occasion in order to discuss local issues with residents and to encourage participation.

Council staff manage the triennial election process and provide advice, information and support to the Councillors to enable them to do their job.

The assets

The assets involved in this activity are IT equipment for all elected members, the provision of a Council Chamber and furniture for the Mayor's office and a meeting room.

Significant negative effects from this activity

- Additional costs of compliance
- Some decisions made by Council may be contrary to that of individual views in the community.

The situation in 2015

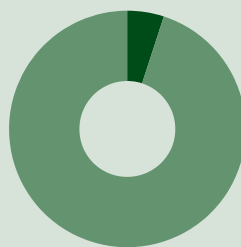
When this Plan is in effect, the current Council will be over halfway through their 3 year term. The next election is October 2016 and this Plan will still be operative.

Council adopted a new "Significance and Engagement" Policy in December 2014 and will be focusing on ensuring engagement and consultation occurs. It is also important in this district that Council and Poutini Ngāi Tahu (Ngāi Tahu, Ngāti Waewae and Makaawhio) form an enduring relationship. The "Your Council" section of this plan includes an additional commitment to improving our engagement with Poutini Ngāi Tahu.

Key issues

- Developing the existing relationship between Council and Poutini Ngāi Tahu
- Encouraging residents to participate in consultation processes
- Increased focus on the skills required of elected members for effective governance and the costs of training
- Devolution of central government roles to Councils, without funding
- The cost of compliance imposed by central government

FINANCIAL INFORMATION



For 2015/16 this activity will make up 4.7% of the Council's yearly expenditure.

Operating expenditure:	\$373,100
Other expenditure:	\$560,812
Paid for from:	
General Rates	\$967,178
Targeted Rates	Nil
Other Revenue	\$1,500
Unfunded Depreciation	

LEADERSHIP

Where we want to be in the future

Council wants to:

- Have good representation and participation by all sectors of the community
- Continue to create reliable planning and strategic documents to enable robust decision making
- Ensure the media is provided with information on Council projects and initiatives, and their success
- Continue to advocate and provide responses to central government plans that impact on local government
- Find innovative ways of engaging with the community
- Survey our customers so we get an improved measure of how our residents feel about Council's performance

How we want to perform

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
Responsible leadership	% of residents satisfied with Council's leadership	New measure	65%	65%
The community understands what Council does	% of residents who understand how Council makes decisions	New measure	50%	60%

The rationale for financing this activity

Public benefits	The district as a whole benefits from the process and advocacy of ratepayers and community interests, the setting of policy and the decisions made by Council.
Private benefits	Specific requests by individuals or organisations are dealt with during the normal course of Council business.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

CORPORATE SERVICES

What we do and why

Corporate Services provides professional services to other departments. This includes payroll, finance, corporate planning, customer service and information technology. Westland District Council is a New Zealand Institute of Chartered Accountants accredited employer. We provide these services so Council can run smoothly and fulfill its statutory requirements. Our strategic support helps Councillors provide inspirational leadership and create a compelling vision for our community. Corporate Services work closely with the other departments of Council in the creation of the Long Term Plan, Annual Plan, Annual Report, Policies and Strategies.

This part of Council manages the administration and collection of rates and other income for the smooth operation of Westland District Council.

In general the cost of providing these services is charged to the activity receiving the benefit of that service. This means that when you are reviewing Council activities in this plan, the costs of each activity includes the cost of support departments. In addition there are some council wide costs and income which cannot be considered to be part of any activity. These income and expenditure items are included within this Corporate Services section.

Corporate Services also provides support to Westland Holdings Limited and its subsidiaries. The revenues and costs relating to Council Controlled Organisations (CCOs) are incorporated in this section. These include:

- Dividend income received from CCOs
- Interest costs relating to borrowing taken out and invested in the equity (shares) of CCOs, interest income from Council investment of general funds and special purpose reserves.

The net result of the above is used to offset the total cost of Corporate Services. This benefit is then spread across all of Council's activities.

The Assets

There are no assets involved in this activity apart from IT equipment and software and furniture which are replaced as per Council policy.

Significant negative effects from this activity

This is a highly regulated area and it is vital that knowledge of statutory, regulatory and technological requirements is current at all times

and reflected in Council's reports and plans, systems and services.

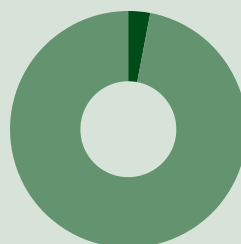
The situation in 2015

Despite shortcomings of our existing information management systems, substantial improvements have been made and this will continue. By managing the development of systems and data management, and cultivating relationships with internal and external partners we will continue to improve the quality of information. There is an opportunity to share system support services with neighbouring districts to safeguard the resilience of our IT infrastructure. The major projects proposed are a new document management system that will provide an elegant integrated solution to our information storage and retrieval challenges and the triennial replacement of network servers to maintain IT capability and accommodate software enhancements. The costs of these are detailed below.

Council's opening hours and service requests are monitored and reviewed on a regular basis. Corporate Services wants to be flexible and responsive to meet the expectations of our external and internal customers. We will be regularly checking our systems and processes in order to make financial savings when we can.

Commencing 1 July 2015 it is planned that the customer service function will merge with the iSite to provide a single Customer Service Centre. This will provide the benefits of multi skilled customer service provided in a customer oriented environment.

FINANCIAL INFORMATION



For 2015/16 this activity will make up 2.3% of the Council's yearly expenditure.

Operating expenditure:	
Other expenditure:	\$469,355
Paid for from:	
General Rates	-\$213,963
Targeted Rates	
Other Revenue	\$773,680
Unfunded Depreciation	\$38,125

LEADERSHIP

The synergies from this will create a platform for new standards of service and a welcoming environment for all customers. Council is aware that it will be a challenge to successfully manage the different needs between local and business customers and tourist needs.

Key issues

- Managing information and developing reporting capability
- Recruiting, training and retaining staff across the organisation
- Retention of staff
- Updating and communicating changes in the planning and reporting environment
- Streamlining the customer experience to ensure most queries are managed at first contact

Where we want to be in the future

Corporate Services wants to be a benchmark example of high quality information and service and a leader in the drive for value. This will be achieved by:

- Reporting performance in a timely and reliable manner
- Continuous improvement of systems and processes
- Promoting a customer focused philosophy throughout the organisation

Key capital projects:

Asset	\$	Timeframe	Funded by
Council HQ - Heating/Cooling	111,500	2019/20 (Year 5)	100% Loan
Corporate Services – Replace Councillor tablets	33,680	2017/23 (Years 2, 5 & 8)	100% Rates
Information Management - Shelving	30,790	2016/18 (Years 1 - 3)	100% Rates
Information Management - DMS	205,200	2016/17 (Year 2)	100% Loan
Council website	56,000	2018/22 (Years 3 - 7)	100% Rates
IT Equipment renewals	690,170	2016/25 (Years 1 - 10)	100% Depreciation
Replacement pool vehicle	33,000	2015/16 (Year 1)	100% Loan

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

How we want to perform

Level of Service	Performance Measures	Current Performance 2013/14	Performance Target: Years 1 to 3 (2015 – 2018)	Performance Target: Years 4 to 10 (2019 – 2025)
Provide accountability about Council activities	Legally compliant financial plans and reports adopted	Annual Report 2013-14 adopted late	Annual Plans & Annual Reports adopted on time	LTP, Annual Plans & Reports adopted on time
A comprehensive Customer Service Centre	% of residents satisfied with the service they receive	Not measured	75%	80%
Effective engagement of the community during public decision-making opportunities	% of residents that believe they have been consulted appropriately	Not measured	60%	75%

The rationale for financing this activity

Public benefits	Generally the services provided benefit the whole community.
Private benefits	Fees are charged to individual users for specific services.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

COUNCIL CONTROLLED ORGANISATIONS

Changes since the last Long Term Plan

In December 2013 Council undertook a review of our Council Controlled Organisations (CCOs). The review included a Special Consultative Procedure during which the rationale for the activities performed by each company and the structure of the Group was rigorously examined. In February 2015 Council resolved not to make any significant changes and the continuing structure is reflected below:

What we do and why

We have chosen to deliver some services through Council Controlled organisations. These services are ones where a more commercial focus is required.

An outcome of the CCO review is that Council will focus on improving its relationship with its CCO's.

Where we want to be in the future

In the first year of this Plan we will focus on clarifying our governance role, improving the Statements of Intent, implementing a more robust monitoring and reporting framework, and ensuring that communication with all CCO's is regular, open and respectful of the role the CCO's perform.

The Council Controlled Organisations

Westland Holdings Ltd

Westland Holdings Limited (WHL) is the governance link between Council and its trading entities. The company is responsible for ensuring the trading organisations meet their statutory, commercial and public obligations as defined in their annual Statements of Intent. These are reviewed by WHL on behalf of Council, with reference to the objectives determined in the Long Term Plan, along with each company's individual strategy.

The presence of a holding company is intended to facilitate objective governance, whilst enabling the trading organisations to operate on commercial principles. The Board is constituted by three directors appointed by Council.

Westroads Ltd

Westroads Limited main activity is that of a general contractor based in Hokitika and Greymouth (Westroads Greymouth Ltd) as well as depots and staff throughout South Westland. It also operates a crushed metal plant in Greymouth. In 2014 it purchased Trenching Dynamix Ltd, a specialist buried horizontal infrastructure installation company.

Hokitika Airport Ltd

Hokitika Airport Limited was formed in December 2001 and commenced operation on 1 July 2002. Its principal activity is the operation of Hokitika Airport which is the principal airport on the West Coast. The main operator, Air New Zealand, uses the airport for daily flights to Christchurch for passengers to link to other destinations. HAL also operates a heliport in Franz Josef. The Company is controlled by three Directors.

Westland District Property Ltd

Westland District Property Limited (WDPL) manages some of Council's property portfolio; which has both commercial and public benefit elements. The former involves properties for sale, licenses to occupy and mining rights. The latter is the management of Pensioner Housing, Hokitika Swimming Pool and Jackson Bay Wharf. The Company is controlled by three Directors.

Westland Wilderness Trust, Tourism West Coast and West Coast Rural Fire Authority

These three entities are exempt from Council Controlled Organisation status for reporting purposes due to their size. As such they are outside the scope of a Council plan. Nevertheless some financial contribution is made by Council and these entities have a valued interface with the Council vision.

Westland Wilderness Trust has been the governance body for the construction of the West Coast Wilderness Trail.

Tourism West Coast promotes the region as a tourist destination and provides regular reports to Council on trends and events in a sector that is viewed as vital to the West Coast's economic health. Council appoints one of five representatives to this organisation.

West Coast Rural Fire Authority is an integral part of emergency management in the region,

FINANCIAL INFORMATION

Council financial contributions to Hokitika Swimming Pool, Tourism West Coast and West Coast Rural Fire Authority are contained in the budgets for their respective activities.

The trading Group is expected to be self-funding and provide a return to Council. This income is included in the Corporate Services budget.

LEADERSHIP

providing training and advice to volunteer fire groups alongside Council's emergency management activity. Council appoints two representatives to this entity.

Who Benefits and Over What Period

Hokitika Airport Limited

The main benefit is to the users of the Airport and Heliport but there are benefits to all residents and ratepayers for having the facility located in Westland. There is a significant benefit to tourists and visitors to the region and the businesses who service them.

Westroads Limited

There is a benefit to the district as a whole as distributions paid to Westland Holdings Limited are utilised by Council to offset rate requirements as well as the benefit gained by having a significant employer in Westland.

Westland District Property Limited

Residents in elderly housing, customers of Hokitika swimming pool, commercial fishing operators in South Westland, miners and users of recreational land directly benefit from these facilities; but residents and businesses in general also benefit from the availability and downstream provision of amenities.

Westland Wilderness Trust

The Trust is designed to help to promote sustainable recreational opportunities in

Westland and this affects businesses, customers and residents.

Tourism West Coast

Businesses in the tourism sector directly benefit from the marketing and promotional activities of this organisation. Benefit also accrues to residents as growth in this area provides employment opportunities and enhanced infrastructure.

West Coast Rural Fire Authority

The whole district benefits from local fire services that are suitably trained and equipped.

Significant negative effects from this activity

There are no significant negative effects.

Key issues

- Council's reliance on an annual dividend from Westland Holdings Limited. This is currently used to offset rates.
- Council ignoring recommendations in the review will mean the issues identified about improving governance will not be remedied.
- Changes in the external environment that may affect the CCO's viability or ability to perform, such as withdrawal of Air New Zealand services for the Hokitika Airport Limited.

How we want these companies to perform /or How these companies will perform

Level of Service	Performance Measures	Current Performance 2013/14	Performance Target: Years 1 to 3 (2015 - 2018)	Performance Target: Years 4 to 10 (2019 - 2025)
CCOs comply with their Statements of Intent	All performance measures in the CCO Statement of Intent are met, as reported in half yearly and annual reports	Achieved	100%	100%



FINANCIAL FORECAST

	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Revenue										
Rates	753,215	847,556	804,062	761,219	806,236	759,152	767,734	782,566	729,516	724,403
Rates penalties	160,000	164,000	168,264	172,807	177,819	183,153	188,831	195,062	201,694	208,955
Internal charges and overheads recovered	3,030,890	3,232,825	3,207,960	3,282,189	3,362,507	3,452,666	3,504,512	3,589,620	3,691,668	3,794,885
Fees and charges	40,680	50,512	42,781	43,936	54,281	46,567	48,010	58,965	51,281	53,127
Rental	61,870	65,745	60,972	41,206	42,106	43,064	49,413	50,532	51,723	53,027
Grants, subsidies and donations	1,500	1,538	1,577	1,620	1,667	1,717	1,770	1,829	1,891	1,959
Interest and dividends	547,000	560,675	575,253	590,784	607,917	626,155	645,565	666,869	689,543	714,366
Recoveries	1,000	25,625	1,052	1,080	26,425	1,145	1,180	27,368	1,261	1,306
Miscellaneous revenue	25,000	25,625	26,291	27,001	27,784	28,618	29,505	30,478	31,515	32,649
Total revenue	4,621,155	4,974,100	4,888,212	4,921,844	5,106,741	5,142,236	5,236,521	5,403,289	5,450,091	5,584,678
Expenditure										
Democracy	968,678	1,097,906	1,028,344	1,053,264	1,150,132	1,108,749	1,121,812	1,223,988	1,187,291	1,223,789
Corporate Services	3,530,602	3,504,373	3,550,642	3,596,770	3,670,079	3,752,852	3,803,323	3,882,366	3,978,595	4,076,684
Total expenditure	4,499,280	4,602,279	4,578,987	4,650,034	4,820,211	4,861,601	4,925,135	5,106,354	5,165,886	5,300,473
Surplus/(deficit)	121,875	371,821	309,225	271,810	286,530	280,635	311,385	296,935	284,205	284,205
Capital Expenditure										
Council HQ - Heating/Cooling	-	-	-	-	111,500	-	-	-	-	-
Replacement Councillors tablets	-	10,260	-	-	11,150	-	-	12,270	-	-
Information Management - Shelving	10,000	10,260	10,530	-	-	-	-	-	-	-
Information Management - DMS	-	205,200	-	-	-	-	-	-	-	-
Council website	-	-	26,325	-	-	-	29,675	-	-	-
IT Equipment renewals	30,000	30,780	136,890	32,490	33,450	149,370	35,610	36,810	165,230	39,540
Pool vehicle	33,000	-	-	64,980	-	-	71,220	-	-	-
New vehicle - EHO & EMO	38,000	-	-	-	-	-	-	-	-	-
Total capital expenditure	111,000	256,500	173,745	97,470	156,100	149,370	136,505	49,080	165,230	39,540

LEADERSHIP

FUNDING IMPACT STATEMENT

Annual Plan 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Sources of Operating Funding										
General rates, UAGC, rates penalties	1,073,022	913,215	1,011,556	972,326	934,026	942,305	956,564	977,628	931,211	933,358
Targeted rates	-	-	-	-	-	-	-	-	-	-
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-
Fees and charges	548,500	40,680	50,512	42,781	43,936	46,567	48,010	58,965	51,281	53,127
Internal charges and overheads recovered	-	3,030,890	3,257,425	3,207,960	3,282,189	3,452,666	3,504,512	3,615,769	3,691,668	3,794,885
Local authorities fuel tax, fines, infringement fees and other	-	636,370	654,607	665,145	661,692	700,698	727,434	750,928	775,932	803,307
Total operating funding	1,621,522	4,621,155	4,974,100	4,888,212	4,921,844	5,106,741	5,236,521	5,403,289	5,450,091	5,584,678
Applications of Operating Funding										
Payments to staff and suppliers	1,094,528	2,587,667	2,689,300	2,682,388	2,747,281	2,887,893	2,958,872	3,117,884	3,139,038	3,239,706
Finance costs	525,620	389,355	392,820	385,365	372,833	355,566	342,637	332,913	319,824	306,735
Internal charges and overheads applied	-	1,380,761	1,419,369	1,422,968	1,456,208	1,531,082	1,558,324	1,597,759	1,643,785	1,691,144
Other operating funding applications	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	1,620,148	4,357,783	4,501,490	4,490,721	4,576,322	4,777,785	4,859,833	5,048,556	5,102,647	5,237,585
Surplus/(deficit) of operating funding	1,374	263,372	472,610	397,491	345,522	364,451	376,688	354,733	347,444	347,093
Sources of Capital Funding										
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	-	(150,000)	(156,350)	(271,810)	(271,810)	(280,635)	(280,635)	(284,205)	(284,205)	(284,205)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	-	(150,000)	(156,350)	(271,810)	(271,810)	(280,635)	(280,635)	(284,205)	(284,205)	(284,205)
Applications of Capital Funding										
Capital expenditure - meet additional demand	-	-	-	-	-	-	-	-	-	-
Capital expenditure - improve level of service	-	-	-	-	-	-	-	-	-	-
Capital expenditure - replace existing assets	-	40,000	256,500	173,745	32,490	149,370	65,285	49,080	165,230	39,540
Increase/(decrease) in reserves	1,374	73,372	59,760	(48,064)	41,222	(65,554)	30,768	21,448	(101,991)	23,348
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
Total application of capital funding	1,374	113,372	316,260	125,681	73,712	83,816	96,053	70,528	63,239	62,888
Surplus/(deficit) of capital funding	(1,374)	(263,372)	(472,610)	(397,491)	(345,522)	(364,451)	(376,688)	(354,733)	(347,444)	(347,093)
Funding balance	-	-	-	-	-	-	-	-	-	-

COUNCIL ACTIVITIES

INSPECTIONS & COMPLIANCE

What we do and why

Council's role is principally in the nature of approval, licensing/registration, consents and monitoring. We have a statutory requirement to undertake these activities. Our inspection and compliance function is based on health and safety, community and environmental standards. This activity comprises of:

- Building Inspection and Control
- Environmental Health
- Liquor Licensing
- Noise Control
- Onsite effluent disposal for new properties (as delegated by the West Coast Regional Council)

The Assets

There are no assets involved in this activity apart from IT equipment and furniture which are replaced in accordance with Council policy.

Significant negative effects from this activity

There is some compliance burden for licensees and other customers but this is inevitable given the requirements of central government legislation.

The situation in 2015

Westland District Council continues to be an accredited and registered Building Consent Authority (BCA). Accreditation is maintained by us ensuring compliance with and continuous improvement to a Quality Manual. Our processes are being improved as per recommendations of biannual IANZ audits and regular internal audits. We do not have to be a Building Consent Authority but in practice communities expect their Councils to be able to offer this service.

The Building Act 2004 has had significant changes made to it in recent years, including most recently the Building Amendment Acts of 2012 and 2013. Central government has also proposed an amendment to the Act relating to Earthquake-Prone Buildings which if approved would require all territorial authorities to undertake assessment of seismic risk of non-residential buildings throughout their districts, within a specified period.

We have a statutory duty to inspect and monitor food premises. The Food Act 2014 has resulted in significant changes to the way in which Council is required to undertake food safety functions. We now promote a more risk-based approach than the practices followed under the Food Hygiene Regulations 1974. The Council's

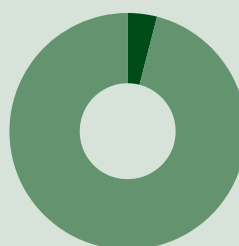
inspection role will transition to one of auditing Food Control Plans which will be phased in over three years from March 2016 until the Food Hygiene Regulations are repealed.

Council acts as a District Licensing Committee for the Sale and Supply of Alcohol Act 2012. The 2012 Act brought in a number of changes compared to the Sale of Liquor Act 1989, including an increased focus on harm reduction and a revised fee structure which has resulted in increased fees for managers and licensed premises. Compliance, inspection and enforcement is undertaken both internally and using contractors.

Key issues

- There is currently a backlog of work in the building area, including non-BCA functions such as administering and implementing (and reviewing by 2016) Council's dangerous, earthquake-prone and insanitary buildings policy, and monitoring compliance with the Swimming Pool Fencing Act.
- As described above, legislation in this area has been changing and this is expected to continue. Council needs to keep up with its changing role, as well as ensuring that it provides adequate education to food operators, licensed premises and building owners on their responsibilities.
- The availability of specialist staff is a perennial challenge, as skills in this area are in high demand, not only in local government but in the private sector as well.

FINANCIAL INFORMATION



For 2015/16 this activity will make up 3.9% of the Council's yearly expenditure.

Operating expenditure:	\$559,158
Other expenditure:	\$255,282
Paid for from:	
General Rates	216,472
Targeted Rates	Nil
Other Revenue	\$574,428
Unfunded Depreciation	\$3,540

PLANNING & REGULATORY

Where we want to be in the future

We want to:

- Address the backlog of work in the building area. The capacity of the building team has been boosted recently by transferring responsibility for liquor licensing from building control officers to a new Environmental Health / Regulatory Officer (in early 2015). This position has been funded through a combination of increased liquor licensing revenue and bringing the previously outsourced environmental health services in-house. The resulting capacity and how it is used will be monitored for a year before any decision is made to further increase the building team's resources on a permanent basis.
- Continue to respond quickly and positively to a changing legislative environment and maintain improved processing times for the public. The recent addition of a new full-time Environmental Health / Regulatory Officer should also assist with workload across the inspections and compliance area.
- Provide quality service under the Sale and Supply of Alcohol Act 2012. We intend to continue to operate one District Licensing Committee (DLC) to process liquor license applications. Councils are not required to adopt a Local Alcohol Policy (LAP) but may do so, dependent on the results of community consultation and emerging case law under the new alcohol legislation. The former Westland District Licensing Agency's Sale of Liquor Strategy Statement (April 2000) may have elements that can be reflected in a new LAP.
- Employ staff with relevant knowledge and skills in implementing changes in legislation and improvement in processes. Succession planning is underway to replace staff members who are nearing retirement, ensuring knowledge transfer and continuity of service.
- Council needs to be sufficiently resourced to ensure that its legislative obligations continue to be met.
- From the public's perspective, Council intends to maintain the status quo for this activity in terms of levels of service. However it is expected that timeliness and responsiveness in the environmental health area will improve in the first year of this Plan as it is the first year of the full-time Environmental Health / Regulatory Officer. Continuous improvement is also expected in the building area through Building Consent Authority re-accreditation, which often suggests process improvements leading to increased reliability and efficiency.

Key capital projects:

Asset	\$	Timeframe	Funded by
Building Control – online consent system	54,150	2018/19 (Year 4)	100% Depreciation

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

How we want to perform

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
Timely processing of Building Consents	% of building consents processed within 20 working days as per the requirements of the Building Act	99%	100%	100%
Provide appropriate advice to customers	% of users satisfied with the quality of the advice provided on building consent, environmental health and Liquor Licensing matters	New measure	85%	85%
Encourage compliance with health standards by undertaking inspections so that all food, liquor and other licensed premises comply with the relevant legislation	All licensed and registered premises are inspected at least annually	New measure	100%	100%

The rationale for financing this activity

Public benefits	There are benefits to the District as a whole in that the inspection and compliance services are available to cater for current and future development, and in that residents are assured that the environment they work and live in is safe and monitored in accordance with regulations.
Private benefits	The main benefit is to the applicants and users of the services provided by the inspection and compliance teams.

RESOURCE MANAGEMENT

What we do and why

Resource Management is a key method for Council to achieve our vision. By delivering sound policy and regulation we create and protect our environment. By facilitating the development of our communities we enhance lifestyles and opportunities for future generations.

We are required to fulfill statutory functions under the Resource Management Act (RMA). Day to day activities include:

- Development and review of the District Plan, by-laws and policies
- Processing Resource Consents
- Issuing Land Information Memoranda (LIM)
- Answering general enquiries
- Ensuring activities within the district comply with the Resource Management Act and the District Plan
- Environmental monitoring and monitoring resource consents
- Responding to complaints in relation to effects on the environment.

The Assets

There are no assets involved in this activity apart from IT equipment and furniture which are replaced in accordance with Council policy.

Significant negative effects from this activity

Some central government driven requirements (legislation, regulations, performance monitoring requirements) do not comfortably fit in the

Westland environment and/or are not well received i.e. are out of scale with the issues that occur here and/or are costly to implement with little benefits being realised. This can result in Council having to apply regulation that is difficult for it to justify.

The situation in 2015

We are mindful of the need to ensure that our regulations are robust and efficient so that the values of the community are promoted and protected without resulting in unreasonable impingement on the use of land, or excessive cost. It is a balancing act to ensure that the District Plan reflects the community that it relates to and the varied views within it.

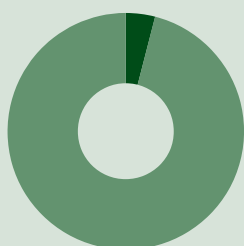
Applicants can perceive the requirement for resource consents to be an unnecessary cost and a delay. The reverse situation is that most residents also expect an activity to not be able to occur without their ability to have input. It is important that our policies and procedures are concise and clearly understandable so that all parties have clear expectations for which types of activities can occur in which locations and what matters Council will assess and manage.

Council has been undertaking a rolling review of the District Plan which was adopted in June 2002. Several changes have been made to the Plan since this operative date. As it is necessary to ensure that the District Plan continues to reflect the desires of the community, and in order to progress the review, Council has increased the budget for external technical reports and expert advice from Year 1 of this plan. This will also allow us to coordinate joint projects with the other Territorial Authorities on the West Coast who are also reviewing their District Plans.

Council will be increasing its environmental monitoring. This is a legal requirement under the Resource Management Act and in addition to this, we have received an increasing number of requests from the public to better monitor and enforce the resource consents that we issue, and to ensure compliance with the District Plan. The central government is introducing a more accountable reporting system to track Council's monitoring practices so this is a timely change for us to make.

A further amendment to the Resource Management Act in March 2015 has changed the processing of resource consents and undertaking of policy analysis. The central government has signaled that further changes to the Act will be introduced in 2015, including a national template for District Plans. This suits the timing of Council progressing its own District Plan review.

FINANCIAL INFORMATION



For 2015/16 this activity will make up 4.2% of the Council's yearly expenditure.

Operating expenditure:	\$618,841
Other expenditure:	\$242,134
Paid for from:	
General Rates	722,474
Targeted Rates	Nil
Other Revenue	\$137,500
Unfunded Depreciation	\$1,002

We have a responsibility to provide excellent customer service to those that have applied for a resource consent and to those parties that are affected by the proposal. This requires adequate staff resourcing to respond to enquiries and to make robust, defensible decisions. An additional staff member is included in the Year 1 budget of this plan.

Council's development contributions policy will be kept under review.

A Fault Rupture Avoidance Zone (FRAZ) was included in the District Plan in 2015. The primary impact of the FRAZ is on buildings located within the Franz Josef Glacier CBD. Council has been in close contact with the Franz Josef Glacier business community throughout the process of introducing this natural hazard measure and it will be approaching central government to discuss the impact of the FRAZ on established privately owned businesses. A number of other initiatives within the area will require collaborative planning between stakeholders, including review and implementation of the existing draft town revitalisation plan, and the proposal to either strengthen or relocate the existing wastewater treatment plant in Franz Josef. A cross-agency working party including representatives from the Council, the Franz Josef community, Te Rūnanga o Mākaawhio, Department of Conservation, New Zealand Transport Agency and the West Coast Regional Council will be set up in 2015/16 to work collaboratively on these planning issues.

Key issues

- Adequate resourcing of staff to respond to complaints and monitor compliance with resource consents and the District Plan.

- Ability to reliably progress the District Plan review.
- Changes to the Resource Management Act.

Where we want to be in the future

We want to ensure that our District Plan, policies and by-laws meet the aspirations of the community. The District Plan needs to balance the Council's goals to provide expanded development opportunities with the desire to manage environmental effects. We intend to progress the District Plan review reliably and efficiently.

All West Coast Councils are reviewing their policy statements and environmental plans which provides an opportunity to work together to set the direction for the future of the Region. Council staff will collaborate with regional and district staff to coordinate environmental plan reviews and share and merge provisions where possible. We will encourage consistency across the Region's policy documents and the district plans. Council staff will take part in joint projects as they occur.

A number of National Environmental Standards and Policy Statements are being produced by central government. We are required to provide input into the submission processes and to ensure that these documents reflect the desires of our ratepayers and residents. We are also required to amend our District Plan in response to changes in legislation.

Council will increase monitoring of compliance with consents, the District Plan and the Resource Management Act, as required by legislation and the increased reporting requirements of central government.

How we want to perform

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
Resource consents processed in accordance with the Resource Management Act	% of resource consents processed within statutory timeframes	82%	100%	100%
Provide appropriate advice to customers	% of users satisfied with the quality of the advice provided on resource management matters	New measure	85%	85%

PLANNING & REGULATORY

The rationale for financing this activity

Public benefits	There is significant benefit from services to the district as a whole through the promotion of sustainable management of natural and physical resources for present and future generations. The main benefit from consents is to individuals who require them but also to the district as a whole with the knowledge that the district they work, and live in is safe and managed in accordance with the principles of sustainable management under the provisions of the Resource Management Act.
Private benefits	Fees are charged to recognise the direct benefit the applicant receives.



Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.



Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.



EMERGENCY MANAGEMENT

What we do and why

Civil Defence

It is a statutory function for regions to establish Civil Defence Emergency Management groups (CDEM) and to adopt a Civil Defence Emergency Management Plan. We operate as part of the West Coast Regional CDEM group and CDEM Plan. Our goal is the continued development and maintenance of a Civil Defence Emergency Management Plan which provides for the following:

- Readiness, ensuring the public is aware of the risk and prepared for any civil defence emergency and training volunteers to be able to respond to emergency events.
- Reduction, mitigation of potential problems.
- Response, coordinating response to emergency events.
- Recovery, managing the community recovery after a civil defence emergency.

Rural Fire

There is a statutory obligation to carry out the Rural Fire activity (Forest and Rural Fires Act) and to undertake the duties of Rural Fire Officer. Council reduces the likelihood and consequences of rural fire in the district by:

- Preventing fires through education, management of hazards and risks, enforcement and administration.
- Maintaining a level of preparedness which complies with the legislation and meets recognised national standards.
- Responding to out of control fires in the Council Rural Fire Zone with the objectives of minimising loss of human life, and minimising fire damage to property, land, and vegetation.

The Assets

The assets included in these activities are considered critical. Key assets are the radio telephones set aside for civil defence. There are high frequency radios and satellite phones dedicated for emergency use. Vehicles, buildings, radio and telephone communications are all shared with other Council activities. Communications equipment is tested once a week to ensure that it will meet the performance required. Farmside Satellite phones and locations are integrated in the Emergency Management Centre (Council offices) at Hokitika.

Fire depots and fire engines are owned by Council, these are located at Kokatahi, Haast

and Hannahs Clearing. Fire trailers are located at Kaniere, Kokatahi and Haast. Pumps, hoses, fittings and personal protective equipment are held and maintained by the fire parties in accordance with National Rural Fire Authority (NRFA) requirements and standards and the Fire Plan. It is critical that equipment is kept up to date.

Fire depots	At Kokatahi, Haast and Hannahs Clearing
Fire engines	Located at Kokatahi, Haast and Hannah's Clearing
Fire trailers	Located at Kaniere, Kokatahi and Haast

Significant negative effects from this activity

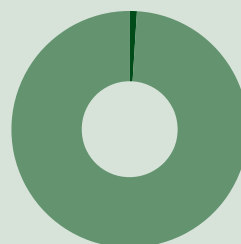
There have been no significant negative effects identified for this activity.

The situation in 2015

Civil Defence

The civil defence statutory function lies with the West Coast CDEM group which is responsible for the overall planning, and sets out the role of each Council. Each Council is represented along with representatives from the emergency services to ensure coordination of the services in an emergency. The 'Group' takes a leadership role in training the district CDEM personnel. An area on the top floor of the Council headquarters building is set aside to provide an Emergency Operations Centre (including a communication

FINANCIAL INFORMATION



For 2015/16 this activity will make up 0.8% of the Council's yearly expenditure.

Operating expenditure:	\$77,048
Other expenditure:	\$80,237
Paid for from:	
General Rates	153,169
Targeted Rates	Nil
Other Revenue	\$4,500
Unfunded Depreciation	\$4,116

PLANNING & REGULATORY

room) in response to a civil defence emergency. The civil defence response is largely delivered by Council staff and contractors.

Council is fully involved with the West Coast Lifelines Group, working with other authorities on the West Coast to increase the resilience of the essential lifelines, such as roads, water assets, power and telecommunications in readiness for an emergency event, and to coordinate the reinstatement of lifelines in response to an event. Standard Operating Procedures (SOP's) set out CDEM procedures relating to local areas, for example Franz Josef. Council has no public warning systems for events such as Tsunami, and has no plan to install these. This activity is essentially based on the following assumptions:

- There is a high probability that a damaging flood will occur somewhere in the district within the next 10 years.
- There is a high probability of a tornado coming ashore from the Tasman Sea in the next ten years. The extent of damage will entirely depend on the built environment in the path of the tornado
- There is a 30% probability that a major earthquake on the Alpine Fault will occur within the next 50 years with widespread damage expected.
- There is a low probability of a Tsunami causing property damage somewhere along the coast line in the next ten years.
- The legislative environment will not change.
- Council will continue to provide this service at the current standard and continue to employ suitably trained staff to perform the functions.

Rural Fire

This activity is governed by the West Coast Rural Fire Authority and controlled and managed by Zone Controllers. The members comprise of the Department of Conservation, Crown Forestry, and Buller, Grey and Westland District Council's. Members are responsible for zones according to land ownership and we work under an agreement to assist each other in the event of a major fire. The Principal Rural Fire Officer is provided by the NZ Fire Service in Greymouth. Rural Fire officers are based at each Council, DOC and at PF Olson (the Crown Forestry West Coast contractor).

There is a restricted fire season all year round and fire permits are issued by Council staff for each Council zone. Fire response is delivered by volunteers and employees of Council and its contractors.

Council has responded to a request from the New Zealand Fire Service for the Kaniere water pump to be upgraded.

Key issues

- How the district and other affected districts will be able to cope, if the Alpine fault earthquake occurs.
- Shortage of trained staff.
- The increase of tourism has heightened the hazards by increasing the number of persons exposed to the risk. Increased preparation is required to deal with the extra visitors. The major issue would be getting supplies to residents and visitors who may be isolated in an emergency and for whom English may be a second language.
- Difficulty retaining volunteers in tourist areas of Fox and Franz Josef Glaciers / Waiau where population tends to be transient.
- The level of fire risk in dry weather is high, particularly in dense undergrowth.
- Kokatahi and Haast Volunteer Rural Fire parties, equipped and trained for structural fire, not forest and rural fires.

Where we want to be in the future

We want to be able to respond and recover quickly from an emergency event. We need to develop a sound business plan with our Lifelines partners and maintain effective relationships with them so response is prompt and appropriate in an emergency. Council has confidence that because most people in the rural areas have been in the district a long time they will work together to respond to an emergency.

Council needs to have a strong network of volunteers supported by the various district and community agencies to cope with response and recovery activities. We may need to rely on other organisations in the district with large organised staff resources, as Council does not have the capacity alone to respond to an extreme Alpine Fault earthquake. Most townships in the district have initial response plans and we want all other townships to have plans in place within the next financial year.

Council wants to be able to fulfil its role in prevention and fighting fires with a force of well trained volunteers. There has been a slight increase in minor fires in recent years and less controlled burn-offs for land development. We believe that demand for fighting of forest and scrub fires will reduce as the public become more educated and aware of the risks. In addition there will be less scrub area as there is

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

on-going conversion of marginal scrub and gorse covered areas to dairy pasture.

Demand for attendance at motor vehicle accidents and structural fires may increase with increasing traffic and development of rural areas. Council has signaled that it wants to see a review of how this activity is delivered and the cost of delivery during the next three years.

We must promote and maintain a good working relationship with the CDEM group and Lifelines partners so they are well supported in an emergency.

We will continue to educate the public so that communities understand in the event of a major event they may have to cope by themselves until roads are cleared and they must take some

responsibility for response to a major event until Council can get to those in need. Council needs to continue to develop standard operating procedures that underpin the Civil Defence Plan. Communities need to understand these and keep their local resources, such as local contacts, up to date.

Council will continue to work with community emergency organisations, such as Fire Service, St John, Red Cross and other groups to ensure that they are aware of the issues we may face in an emergency, such as complete isolation by road for several days, if not weeks. We will work with health authorities to increase readiness for a major emergency in the glacier towns and ensure evacuation plans are prepared for these areas.

Key capital projects:

<i>Asset</i>	<i>\$</i>	<i>Timeframe</i>	<i>Funded by</i>
New vehicle - EMO	38,000	2015/16 (Year 1)	100% Loan

How we want to perform

Civil Defence

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 - 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 - 2025)</i>
Effective natural hazard readiness	Suitable emergency response training has occurred Emergency Management personnel meet CIMs 4 and EOC standards Volunteers are offered at least 2 training opportunities per annum Number of trained volunteers increases by 10%	Staff training achieved Low volunteer turn-out to training	100%	100%
Suitable response systems are in place	Community emergency response plans are in place for all Westland townships	70% (Plans are in place for Hokitika, Ross, Harihari, Whataroa, Franz Josef and Fox)	90 - 100%	100%

PLANNING & REGULATORY

Rural Fire

Level of Service	Performance Measures	Current Performance 2013/14	Performance Target: Years 1 to 3 (2015 – 2018)	Performance Target: Years 4 to 10 (2019 – 2025)
Appropriate emergency response to rural fires	WDC Rural Fire provides support to partner agencies as requested	100%	100%	100%
Provide fire permit service	Fire permit requirements are publically advertised	Not done	At beginning of fire season and prior to the Christmas holiday break	At beginning of fire season and prior to the Christmas holiday break

The rationale for financing this activity

Public benefits	Emergency management allows the community to have confidence in Councils' and their own response to an emergency. The better prepared we are for an emergency the better our recovery will be.
Private benefits	Property owners and businesses benefit from good emergency management as economic recovery will be faster if we are better prepared.



ANIMAL CONTROL

What we do and why

Council has a statutory obligation to administer the registration of dogs and ensure they don't become a nuisance to the community, as well as to offer a service for the impoundment of wandering stock.

We undertake the following dog and animal control functions:

- Enforcement and control of roaming dogs and other animals
- Protecting the public from harm, nuisance and damage from dogs
- Ensuring all known dogs are registered
- Education of dog owners
- Providing a dog pound

The Assets

The only asset for this activity is a Dog Pound adjacent to the Hokitika Airport, which has been unused in recent years due to the contractor providing a Dog Pound themselves.

Significant negative effects from this activity

There have been no significant negative effects identified for this activity. There is some compliance burden for dog owners, but this is inevitable given the requirements of national legislation.

The situation in 2015

In addition to its responsibilities under the Dog Control Act 1996, Council has a Dog Control Bylaw 1997 which was reviewed and confirmed in 2008 and is not due for review again until 2018. The Act and Bylaw require enforcement by Council. There are public health and environmental benefits through the control of roaming dogs and other animals, and through identifying dangerous and menacing dogs.

There were 1729 registered dogs in Westland District as of 30 June 2014, up from 1458 a couple years prior. The dog register data is consistent with that required of the National Dog Database.

The number of complaints relating to wandering and barking dogs has also steadily increased over the last years, and the number of infringements has risen as well. Complaints about dogs and other animals are dealt with through the Council's Service Request system, though some complaints go directly to the animal control officers.

Council focuses its animal control education on dog owners, through annual information

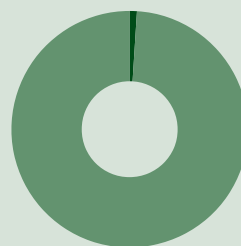
with registration materials and responses to complaints, rather than the public at large.

We undertook a comprehensive review of our policy on dogs in April 2010 and this policy may be reviewed again in the next three years. An outcome from the last review of the policy was the desire that Council develop a strategic alliance with the SPCA, as "welfare" was seen as an important aspect of successful control. Subsequently the SPCA was the successful tenderer for the dog control contract.

The dog control contract has recently been retendered again, after a three-year period, and the SPCA again secured the contract. The cost of this contract with the SPCA has increased by \$30,000 per year. The contract value had not increased significantly for several years previously. In addition to incorporating typical cost inflation factors, the new contract has clearer standards around the frequency and location of dog patrols and other dog control services. The public should notice some gradual improvements as a result of the new contract in terms of fewer roaming dogs, non-registered dogs, etc.

The increased contract costs will not be passed on to dog owners via increased annual dog registration fees for the first three years of this Plan, due to the fact that dog control income has exceeded expenditure by a total of approximately \$75,000 since fees were last increased in the 2008/09 financial year. The vast majority of this is expected to be 'paid back' through increased rates funding for dog control for the next three years. The next Long Term Plan (2018-2028), in setting future fees, will examine

FINANCIAL INFORMATION



For 2015/16 this activity will make up 0.9% of the Council's yearly expenditure.

Operating expenditure:	\$108,852
Other expenditure:	\$71,457
Paid for from:	
General Rates	72,694
Targeted Rates	Nil
Other Revenue	107,200
Unfunded Depreciation	\$415

PLANNING & REGULATORY

whether there is any remaining historical surplus in this area, as well as renewal costs of the current contract and trends in registration numbers.

We charge a higher annual dog registration fee in Hokitika and Kaniere than elsewhere in the district. Primarily this is because a higher level of service is provided in those areas (e.g. more responsiveness to complaints). The geographic nature of the district financially precludes the Council from being able to provide the same level of service across the whole district. In addition, dogs in the urban areas tend to create more nuisance than those in the rural areas because of their closer proximity to neighbours.

Stock control under the Impoundment Act 1955 is currently provided by a contractor.

Key issues

- The public is increasingly apprehensive about dogs, given some high-profile attacks in New Zealand in recent years and the popularity of some breeds of dog known to be naturally aggressive. Smaller urban properties and confinement of dogs may exacerbate dog behaviour problems and increase complaints.
- The availability of specialist contracting staff can be a challenge in a geographically remote area such as Westland.
- The size of the Westland District makes it difficult to provide the same level of service for all areas.
- Some animals such as poultry (chickens, ducks, geese, etc.) are not considered stock under the Impounding Act 1955 but create occasional issues in terms of noise and wandering onto roads or private property.
- Some stock crossings are problematic in terms of the amount of effluent consistently left on public roads and the resulting nuisance to neighbours or through traffic.

Where we want to be in the future

Council retendered the Dog Control contract in March/April 2015 as it was due to expire on 1 June 2015. The goal of the retender process was to maintain the same general level of service but to increase the regularity of dog patrols, consistency of data collection and reporting, and clarity around roles and processes. The intent is to maintain a quality level of service in the face of increasing dog numbers and a recent trend of increasing complaints.

The only potential change to dog control registration fees that is being explored within

the next three years is the implementation of discounts for 'responsible dog owners' and/or a discount for working dogs. These policy changes will be examined during the 2015/16 financial year for possible implementation in the 2016/17 financial year. To avoid a decrease in cost recovery for the dog control activity, these discounts may need to be funded by increased fees for non-responsible dog owners and/or non-working dogs. Any proposals will be consulted on as part of the 2016/17 Annual Plan process. In the meantime the fees for 2015/16 are remaining unchanged from the previous year.

We also retendered the Stock Control contract in April / May 2015 with the intent of maintaining the same general level of service but clarifying expectations around responsiveness to complaints.

Both the Dog Control and Stock Control contracts acknowledge the size of the district and the difficulty in providing the same level of service for all areas. There is little that can be done to address this, aside from having some scheduled dog control visits to the more remote townships, as well as ensuring that persistent stock control issues are eventually dealt with regardless of location.

Council can address nuisance effects caused by noise from animals (e.g. roosters or goats) through its noise control activities under the Resource Management Act 1991. There is also potential to develop a bylaw banning roosters from urban areas, and/or limiting the number of other animals such as goats, sheep or chickens in urban areas.

Issues with persistent effluent on roads at some stock crossings may also lead to development of a bylaw to allow enforcement options.

Key capital projects:

Though the Council owns a modest dog pound near the Hokitika Airport it has not been used in recent years as the Contractor (Hokitika Branch SPCA) uses its own facilities. There is no forecast renewal expenditure over the next 10 years.

How we want to perform

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
Keep the public safe from dogs and wandering stock	% of residents satisfied with the protection provided	New measure (Dog control was 35%)	90%	95%

The rationale for financing this activity

Public benefits	The public benefits from Animal Control in terms of having an accurate record of dogs in the district, and responsiveness to complaints about dogs and wandering stock. The need for these services, however, is generated primarily by dog and stock owners, so general rates are only a proportion of the required funding for this activity.
Private benefits	Fees are charged to recognise the fact that dog and stock owners generate the need for Animal Control services. While not every dog owner has a dog that creates issues, annual registration fees allow the costs of dog control to be spread across all owners. Targeted cost recovery through impoundment fees, infringements, and increased registration fees for dangerous dogs ensures a further degree of user-pays. Stock control is different in that there is no annual registration fee, but some small amounts can be recovered for impoundment.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

PLANNING & REGULATORY

FINANCIAL FORECAST

	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Revenue										
Rates	1,164,808	1,211,794	1,339,739	1,190,640	1,237,484	1,349,645	1,276,971	1,282,968	1,446,084	1,344,973
Grants, subsidies and donations	4,500	4,613	4,732	4,860	5,001	5,151	5,311	5,486	5,673	5,877
Commissions	1,600	1,640	1,683	1,728	1,778	1,832	1,888	1,951	2,017	2,090
Fees and charges	773,128	792,456	813,060	855,383	880,189	906,595	934,699	965,545	998,373	1,034,314
Recoveries	40,000	41,000	42,066	43,202	44,455	45,788	47,208	48,766	50,424	52,239
Miscellaneous revenue	4,400	4,510	4,627	4,752	4,890	5,037	5,193	5,364	5,547	5,746
Total revenue	1,988,436	2,056,013	2,205,908	2,100,566	2,173,797	2,314,048	2,271,270	2,310,079	2,508,117	2,445,239
Expenditure										
Inspections and compliance	814,440	812,733	842,487	840,724	881,713	881,873	918,151	919,270	967,493	972,011
Animal control	180,309	188,248	190,208	194,907	200,059	205,501	209,816	215,866	222,551	229,658
Resource management	860,975	890,743	1,006,006	893,737	915,952	1,045,876	959,383	985,336	1,123,414	1,044,563
Emergency management	157,285	163,384	162,474	166,337	171,072	175,646	178,610	184,120	188,987	193,130
Total expenditure	2,013,009	2,055,108	2,201,175	2,095,706	2,168,796	2,308,896	2,265,959	2,304,593	2,502,444	2,439,362
Surplus/(deficit)	(24,573)	904	4,732	4,860	5,001	5,151	5,311	5,486	5,673	5,877
Capital Expenditure										
Building Control - Online Consent System	-	-	-	54,150	-	-	-	-	-	-
Noise Meter	10,000	-	-	-	-	-	-	-	-	-
Total capital expenditure	10,000	-	-	54,150	-	-	-	-	-	-



FUNDING IMPACT STATEMENT

	30 June 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Sources of Operating Funding											
General rates, UAGC, rates penalties	740,000	1,164,808	1,211,794	1,339,739	1,190,640	1,237,484	1,349,645	1,276,971	1,282,968	1,446,084	1,344,973
Targeted rates (Other than water supply)	-	-	-	-	-	-	-	-	-	-	-
Grants, subsidies and donations	5,500	-	-	-	-	-	-	-	-	-	-
Fees, charges and target rates for water supply	812,054	773,128	792,456	813,060	855,383	880,189	906,595	934,699	965,545	998,373	1,034,314
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other	-	46,000	47,150	48,376	49,682	51,123	52,657	54,289	56,080	57,987	60,075
Total operating funding	1,557,554	1,983,936	2,051,400	2,201,175	2,095,706	2,168,796	2,308,896	2,265,959	2,304,593	2,502,444	2,439,362
Applications of Operating Funding											
Payments to staff and suppliers	1,553,812	1,363,899	1,360,690	1,514,479	1,393,385	1,449,213	1,571,513	1,526,326	1,547,526	1,724,803	1,642,441
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	-	630,964	679,585	672,456	687,284	703,881	721,453	728,315	745,941	766,713	787,732
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	1,553,812	1,994,863	2,040,275	2,186,935	2,080,669	2,153,094	2,292,965	2,254,641	2,293,467	2,491,516	2,430,173
Surplus/(deficit) of operating funding	3,742	(10,927)	11,125	14,240	15,037	15,702	15,931	11,318	11,126	10,928	9,189
Sources of Capital Funding											
Grants, subsidies and donations	-	4,500	4,613	4,732	4,860	5,001	5,151	5,311	5,486	5,673	5,877
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	-	4,500	4,613	4,732	4,860	5,001	5,151	5,311	5,486	5,673	5,877
Applications of Capital Funding											
Capital expenditure - meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - improve level of service	-	-	-	-	54,150	-	-	-	-	-	-
Capital expenditure - replace existing assets	11,000	10,000	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	(7,258)	(16,427)	15,737	18,972	(34,253)	20,703	21,082	16,629	16,612	16,601	15,066
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total application of capital funding	3,742	(6,427)	15,737	18,972	19,897	20,703	21,082	16,629	16,612	16,601	15,066
Surplus/(deficit) of capital funding	(3,742)	10,927	(11,125)	(14,240)	(15,037)	(15,702)	(15,931)	(11,318)	(11,126)	(10,928)	(9,189)
Funding balance	-	-	-	-	-	-	-	-	-	-	-



COMMUNITY DEVELOPMENT AND ASSISTANCE

What we do and why

Council wants to continue to support the community by building social, cultural and economic capacity. We want a strong community that is resilient.

We work towards achieving this by managing programmes that contribute to health and well-being and ask the residents of Westland to have their say on issues and projects that are important to them.

We provide advice to assist community groups, organisations and individuals with their recreational and cultural activities and other special events or activities. This includes advice about funding alternatives other than through the Westland District Council.

Council supports the Reserves and Environs Community Group which meets once every quarter to advise Council on matters to do with parks and reserves in Hokitika. We provide administration support to the Safer Community Council which meets every second month to address district crime issues and their prevention. It also operates a Taxi Chit Scheme which provides half price taxi fares for senior citizens in Hokitika who have voluntarily given up driving and need transport for essential needs such as supermarket shopping and medical appointments.

We provide an annual grant to:

- Tourism West Coast –for promoting the West Coast
- The Hokitika Regent Theatre – for providing a facility that is used by the community for cultural activities and other special events

Council collects a targeted rate on behalf of Enterprise Hokitika. This money is then provided to Enterprise Hokitika.

Council allocates Major District Initiative (MDI) funding which it receives from Development West Coast (DWC). We receive \$400,000 from DWC every year, specifically we receive \$100,000 every quarter. Potential initiatives can be put forward by community groups and other agencies each year and Council goes through a formal process (following a policy set by DWC)

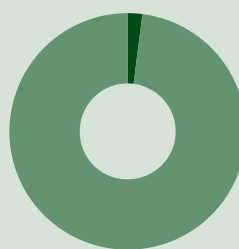
to allocate the fund. Criteria for receiving money from this fund includes:

- Projects must meet the objectives of DWC's Trust Deed, which are to promote sustainable employment opportunities, generate sustainable economic benefits and support projects which are not the ordinary day-to-day running, maintenance and upgrade of the infrastructure that is normally the responsibility of Council or central government.
- Capital projects only are eligible.
- A maximum of 65% of the total project costs can be provided by MDI funds.

The opportunity for parties to apply for this funding is managed by the Council's Community Development Advisor and includes direct notices to all community groups in the district and public advertising.

Since 2008 many initiatives in the district have benefited from this funding.

FINANCIAL INFORMATION



For 2015/16 this activity will make up 2.1% of the Council's yearly expenditure.

Note: This financial information does not include the MDI fund money. The allocation of the fund results in a neutral financial position for Council.

Operating expenditure:	\$386,449
Other expenditure:	\$43,356
Paid for from:	
General Rates	\$163,761
Targeted Rates	\$233,568
Other Revenue	\$26,000
Unfunded Depreciation	\$6,475

Previously allocated MDI funding that has not yet been spent:

Fox Glacier Community Development Society	\$1 Million	(Allocated in 2009) To build a new Community Centre
Harihari Community Association	\$455,000	(Allocated in 2009) To build a new Community Centre

COMMUNITY SERVICES

MDI Funding allocated in 2015:

Ross Community Association	\$90,000	To upgrade the Ross Community Hall
Hokitika/Westland RSA	Up to \$400,000 or 65% of the cost if less than \$400,000	To rebuild a RSA facility on the same site
Westland High School	Up to \$1.5 million or 65% of the cost if less than \$1.5 million	To develop a Recreation and Community Centre on the High School grounds

We also allocate funds from other agencies, including:

- Sport NZ Rural Travel Fund – for travel subsidies for sports clubs
- Creative Communities Funding – for funding local arts

The Assets

There are no assets involved in this activity apart from IT equipment and furniture which are replaced as per Council policy.

Significant negative effects from this activity

It is difficult to quantify the social wellbeing results from this activity as many of them are long term, so it is sometimes perceived as not being a core service for Council to undertake.

The situation in 2015

We currently do not have to advertise widely to attract applications for funding, however there may be groups in the community who are not aware of the funding available and Council needs to ensure that all groups have access to the information.

By allocating up to \$1.5 million towards the Westland High School Recreation and Community Centre, Council has committed to being a partner in this significant project. The decision to partner with the High School was based on the opportunity to obtain a fit-for-purpose facility that will be of benefit to the whole district.

We have the opportunity to assist with redeveloping a part of the Hokitika CBD to recapture the look and feel of “The Luminaries” era. Council is prepared to work with Revell Street landowners and businesses to try to make its own assets complementary to any heritage

initiatives when they are due for renewal. We will also review the existing Hokitika town centre plan to see whether it needs to include complementary heritage elements.

Council is involved in youth development programmes and it intends to participate in the development of a District Youth Development Strategy.

Key issues

- Continued funding being available from central government for projects
- Volunteer support from the community

Where we want to be in the future

Council wants to continue to work with other agencies in Westland and to form effective partnerships with central government and local organisations, in order to successfully address social and community issues. We want to continue to support programmes that assist in realising these goals, such as the Mayor’s Taskforce for Jobs and to be a trusted and approachable port of call for all sectors of the community and we want to provide excellent service.

Council will aim to achieve this by continuing to build capacity in the community and by providing funding advice.

Staff will continue to ask the community what they think about social and community issues and report findings to Council.

How we want to perform

There are no non-financial performance measures for this activity. Instead this activity is subject to financial accountability reporting for delivering programmes that meet the requirements of the funder.

The rationale for financing this activity

Public benefits	The Westland District benefits from the wider community being resilient.
Private benefits	Individuals, groups and organisations benefit from the ability to receive advice about building their own capacity and about funding opportunities.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

COMMUNITY HALLS

What we do and why

Council manages various buildings and halls that are used by the community. These facilities are a focus for community functions, activities and meetings, and their existence assists with meeting some of the social and recreational needs of communities.

The Assets

In some cases Council owns the land that many halls are on, it does not always own the actual building. This is due to a number of reasons which may include historical arrangements or agreements with the local community.

Maintenance is generally minimal and limited to maintaining current levels of service. There are painting service contracts in place for some buildings but there is a need for comprehensive planning for all buildings.

Some buildings have deteriorated due to their age and structure type.

Buildings are inspected annually to ensure they are safe to use. Most have been assessed by Council staff as being in average condition. A full assessment is underway on these buildings to determine the buildings' condition, and the renewals required over the next 10 years to maintain serviceability. This information will help Council create an Asset Management Plan for community halls.

Significant negative effects from this activity

There have been no significant negative effects identified for this activity.

The situation in 2015

Although hubs for social activity in the past, today communities are looking for alternate facilities to meet their social activity needs.

Community Halls are located in the following areas: Okuru, Haast, Bruce Bay, Waitaha, Ross, Whataroa, Kokatahi, Kumara, Three Mile and Kowhitirangi. As stated above, the ownership is mixed. Some community halls in the rural areas are administered by community groups or representatives under delegated authority of Council.

Other community buildings in Hokitika include the Band Room, Greypower Hall and the Custom house. The RSA building on Sewell Street has been demolished and a new facility is proposed to be built in 2015-16 and owned by the Hokitika/Westland RSA. New community facilities are also currently being built in Fox Glacier and Harihari.

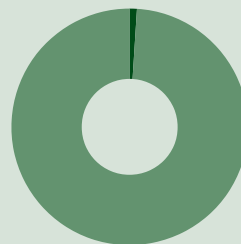
The challenge for Council and our communities is to agree whether to fund the depreciation for renewals or let these facilities be demolished at the end of their life. There is a wider issue to address regarding the level of ongoing maintenance required on these facilities.

Council currently supports the present level of activity in the community halls across the district. There is no provision in the current Council Plan to dispose of any community buildings, with the exception of the Three Mile Hall which has deteriorated in condition beyond repair.

Key issues

- Demographics including an ageing population affect the use of the halls and volunteers for managing community buildings are becoming more difficult to find
- There is a large number of facilities for the population
- The declining usage of the various halls may mean Council has to review the future use and this could result in a change to the current level of service
- The viability of running these halls in the future needs to be discussed with each community
- As the halls get older the level of maintenance required increases. This is sometimes beyond the financial capacity of the community

FINANCIAL INFORMATION



For 2015/16 this activity will make up 0.7% of the Council's yearly expenditure.

Operating expenditure:	\$97,165
Other expenditure:	\$37,925
Paid for from:	
General Rates	\$48,246
Targeted Rates	\$70,600
Other Revenue	\$12,780
Unfunded Depreciation	\$3,464

COMMUNITY SERVICES

Where we want to be in the future

While the desire of the local communities still exists to manage and utilise the facilities, Council will continue to support the use of community halls in order to achieve social outcomes. Council however wants to have improved records of utilisation and local involvement in community halls.

Asset management plans will be prepared during the life of this Council Plan for community halls so that Council can follow an informed decision-making process about the future use of these facilities.

Council will continue to work with local communities to identify the number of community halls that should be in the district and will promote the combined use of buildings in an area, for example there may be opportunities to share facilities with local schools.

A number of new halls will be created during the life of the plan: Fox Glacier Community Centre, Harihari Community Facility, Hokitika-Westland RSA building. These projects were already approved in previous Long Term and Annual Plans.

How we want to perform

Level of Service	Performance Measures	Current Performance 2013/14	Performance Target: Years 1 to 3 (2015 – 2018)	Performance Target: Years 4 to 10 (2019 – 2025)
Provide safe and useful community halls	% of residents satisfied with the standard of their local hall	Not measured	80%	80%

The rationale for financing this activity

Public benefits	The main benefit is to the users of the facilities by providing a space for the community to gather and use for their own purposes, however much of the revenue generated by community halls is collected by the committees who manage them. There are indirect benefits to the local community in which the facility is situated as it may attract visitors and events to the area.
Private benefits	Fees charged are usually quite minimal, but they recognise the direct benefits gained by users and help the communities to maintain their halls.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.



TOWNSHIPS (THE DEVELOPMENT FUND & IMPROVEMENT PROJECTS)

What we do and why

We provide funding that is managed by local community associations and trusts:

Annual community township development funding supports communities to upgrade and develop their own town environments. The fund is a method for assisting the future growth and development of Westland communities.

Council staff provide advice to all community associations and trusts about potential projects and attend community meetings about projects that may require Council input or generate ongoing costs to Council.

The criteria for receiving money from this fund is the mechanism for guiding planned

improvements. The community group or association must sign a funding agreement with Council prior to receiving any of this funding. Then they identify what they want to allocate the annual fund toward and provide evidence to Council of a public and/or community association meeting when the project was approved by the community. This clarifies that the promoter and/or community association has obtained a majority vote of members present about what the money will be spent on. In the event that the promoter and/or community association wants to save the money for a bigger project, that decision is also recorded and Council is advised. Funds are then placed in separate township reserves and can then be carried over into following financial years.

2015/16 Township Development Funding

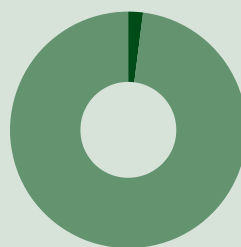
<i>Township</i>	<i>Dollars Funded</i>	<i>Local Community Association</i>
Kumara	14,000	Kumara Residents Trust
Kokatahi-Kowhitirangi	8,000	Kokatahi Kowhitirangi Community Committee
Ross	14,000	Ross Community Society
Harihari	14,000	Harihari Community Association
Whataroa	14,000	Whataroa Community Association
Franz Josef Glacier	35,000	Franz Josef Community Council
Fox Glacier	35,000	Fox Glacier Community Development Society
Haast	14,000	Haast Promotions Group

Note: Council also allocates a Development West Coast fund for major district initiatives. This allocation process, and the other development and assistance methods that Council employs, are explained in the activity section "Community Development and Assistance".

We undertake improvement projects within our townships:

Townscape improvement projects are carried out by Council. A number of key projects are included in this Council Plan.

FINANCIAL INFORMATION



For 2015/16 this activity will make up 2.1% of the Council's yearly expenditure.

Operating expenditure:	\$297,000
Other expenditure:	\$139,696
Paid for from:	
General Rates	\$3,600
Targeted Rates	\$396,512
Other Revenue	Nil
Unfunded Depreciation	\$8,584

COMMUNITY SERVICES

Asset	\$	Timeframe	Funded by
Hokitika Footpath Improvements	174,000	2015/25	100% Reserves
Fox Footpath Improvements	125,000	2015/25	100% Reserves
Franz Josef New Footpaths	40,000	2015/17 (Year 1 & 2)	100% Reserves
Franz Josef Footpath Improvements	96,000	2017/25	100% Reserves
Kumara Footpath and Driveways Upgrades	15,000	2015/17 (Year 1 to 3)	100% Reserves

The Assets

There are minimal assets in this activity, generally only those related to street furniture and beautification. Capital projects once developed are allocated to other relevant activities e.g. land and buildings.

Significant negative effects from this activity

There may be a conflict within a community about the direction for township development funding or about the projects it wants Council to undertake. In the event that a community cannot agree on local projects the funds are carried over until such time agreement is reached.

The situation in 2015

There is a need for Council to continue working with communities to develop strategies for dealing with growth, development and the improvement of their townships and surrounding areas.

Some communities have commenced discussions with Council regarding how they see their community developing and what projects may be required in the future in their area. These communities have developed comprehensive town development strategies:

- Hokitika | "Hokitika Concept Plan", "draft Hokitika Waterfront Development Plan"
- Franz Josef Glacier | "Franz Josef / Waiau revitalisation plan"

These communities have plans for township development projects:

- Kumara
- Hokitika
- Ross
- Harihari
- Whataroa
- Ōkārito
- Franz Josef Glacier
- Fox Glacier
- Haast

Other documents that will aid the Council in the planning of its communities:

- The Glacier Country Strategy
- MRI Destination Management Plan
- The 2006 Review of Recreation, Entertainment and Community Facilities carried out by Gurden Consulting Ltd

Key issues

Franz Josef Glacier township faces multiple natural hazards, including earthquake and river flooding risks, and it has been impacted by the recent incorporation of a Fault Rupture Avoidance Zone into the Westland District Plan. Council intends to work with the community and other agencies on a hazard assessment and planning exercise, which will guide the future development and revitalisation of the township. This will include approaching central government to explore options for reducing the financial impact to property owners significantly affected by the Fault Rupture Avoidance Zone or other hazards.

An ageing population which is diminishing the pool of local volunteers to initiate and support local projects and take on roles in community Associations and Trusts.

A static or slowly declining population in some localities where there are few employment opportunities, as evidenced in the census data below:

<i>Census Area</i>	<i>2006 census usual resident population</i>	<i>2013 census usual resident population</i>	<i>% Change</i>
Otira	87	54	38% decrease
Kumara	318	309	3% decrease
Taramakau (Serpentine to Taramakau Bridge)	189	240	27% increase
Waimea-Arahura	480	651	36% increase
Hokitika Rural	828	876	6% increase
Hokitika Urban	3078	2967	4% decrease
Kaniere	459	483	5% increase
Hokitika Valley	516	525	2% increase
Totara River	36	63	75% increase
Waiho	66	69	5% increase
Ross	291	297	2% increase
Harihari	348	327	6% decrease
Whataroa	405	285	30% decrease
Franz Josef/Waiau	429	441	3% increase
Fox	378	306	19% decrease
Karangarua	48	30	38% decrease
Bruce Bay-Paringa	45	33	27% decrease
Haast	297	240	19% decrease

Community expectations being raised as to what will be done in their areas

In some areas, during some seasons, there is a high overnight population, compared to the normal resident population. Census information shows that the usual population of Franz Josef /Waiau, Fox and Bruce Bay-Paringa triples overnight while the usual population of Waiho, Karangarua and Haast either doubles or nearly doubles overnight. This overnight increase benefits towns that take advantage of tourism opportunities but can also put a strain on local infrastructure and community planning.

Where we want to be in the future

Further discussion with communities will occur and Council will encourage strategic

town development plans to be developed, so these can be used as a basis for the on-going allocation of funding in each community.

New projects are essential for growth and to retain the identity of an area. In the future Council would like to have integrated planning documents created rather than receiving one off project requests from the various communities.

The control and management of the spending of the township development fund will remain community driven and there will be community participation in the design of their areas.

How we want to perform

There are no non-financial performance measures for this activity. Instead this activity is subject to financial accountability reporting.

The rationale for financing this activity

Public benefits	The Westland District benefits communities taking ownership of local projects. The volunteer contribution is significant in our communities.
Private benefits	Beautiful townships attract business and new residents. Economic benefits accrue to private business.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

COMMUNITY SERVICES

FINANCIAL FORECAST

	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Revenue										
Rates	916,288	948,072	965,700	985,832	1,009,196	1,032,558	1,052,768	1,080,770	1,109,161	1,139,327
Grants, subsidies and donations	26,000	26,624	27,290	27,999	28,783	29,618	30,506	31,483	32,521	33,627
Rentals	12,780	13,087	13,414	13,763	14,148	14,558	14,995	15,475	15,986	16,529
Miscellaneous revenue	-	-	-	-	-	-	-	-	-	-
Total revenue	955,068	987,782	1,006,404	1,027,593	1,052,127	1,076,734	1,098,269	1,127,728	1,157,668	1,189,483
Expenditure										
Community development	429,805	438,546	446,063	454,396	463,632	472,875	478,535	489,218	501,032	513,241
Township development fund	436,696	422,107	425,452	435,187	446,907	458,581	470,682	484,983	499,288	515,600
Community halls	135,090	138,672	140,917	144,039	147,843	151,530	155,304	160,086	163,907	167,202
Total expenditure	1,001,591	999,325	1,012,432	1,033,621	1,058,382	1,082,987	1,104,521	1,134,287	1,164,228	1,196,043
Surplus/(deficit)	(46,523)	(11,543)	(6,028)	(6,028)	(6,255)	(6,252)	(6,252)	(6,559)	(6,559)	(6,559)
Capital Expenditure										
Community Halls - Replace Ross Hall roof	90,000	-	-	-	-	-	-	-	-	-
Community Halls - Carnegie improvements	20,000	-	-	-	-	-	-	-	-	-
Total capital expenditure	110,000	-	-	-	-	-	-	-	-	-

FUNDING IMPACT STATEMENT

	30 June 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Sources of Operating Funding											
General rates, UAGC, rates penalties	332,171	183,108	190,345	193,710	197,817	202,555	206,980	209,129	214,609	219,575	223,937
Targeted rates	8,000	733,180	757,727	771,990	788,015	806,641	825,579	843,639	866,161	889,587	915,391
Grants, subsidies and donations	19,500	26,000	26,624	27,290	27,999	28,783	29,618	30,506	31,483	32,521	33,627
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other	-	12,780	13,087	13,414	13,763	14,148	14,558	14,995	15,475	15,986	16,529
Total operating funding	359,671	955,068	987,782	1,006,404	1,027,593	1,052,127	1,076,734	1,098,269	1,127,728	1,157,668	1,189,483
Applications of Operating Funding											
Payments to staff and suppliers	355,989	776,291	764,331	781,424	798,564	817,490	837,295	857,193	880,677	905,634	932,199
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	-	148,602	157,863	152,970	155,968	159,894	163,972	166,263	170,551	175,365	180,294
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	355,989	924,893	922,194	934,394	954,532	977,384	1,001,267	1,023,456	1,051,228	1,080,999	1,112,493
Surplus/(deficit) of operating funding	3,682	30,175	65,588	72,010	73,062	74,743	75,467	74,813	76,499	76,669	76,990
Sources of Capital Funding											
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-
Applications of Capital Funding											
Capital expenditure - meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - improve level of service	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - replace existing assets	-	110,000	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	3,682	(79,825)	65,588	72,010	73,062	74,743	75,467	74,813	76,499	76,669	76,990
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total application of capital funding	3,682	30,175	65,588	72,010	73,062	74,743	75,467	74,813	76,499	76,669	76,990
Surplus/(deficit) of capital funding	(3,682)	(30,175)	(65,588)	(72,010)	(73,062)	(74,743)	(75,467)	(74,813)	(76,499)	(76,669)	(76,990)
Funding balance	-	-	-	-	-	-	-	-	-	-	-



Council has agreed to allocate Major District Initiative (MDI) funding for a number of local projects. Westland High School is leading a project to build a Recreation and Community Centre. Council support was encouraged by hundreds of submissions on the proposed Council Plan.

CEMETERIES

What we do and why

Council manages cemeteries which provide plots for interment on demand and areas for the burial and recording of ashes, to meet the needs of the bereaved for a suitable resting place for departed relatives or friends.

The cemeteries have park like grounds, car parks, seating, footpaths and other infrastructure to meet the needs of visitors.

We provide a historical record of the deceased for the community and assist with cemetery maps.

We are required to ensure that there are sufficient cemeteries within the district (including the provision of paupers graves) under the Burial and Cremation Act 1964.

The Assets

There has been no formal planning for management of these assets. The buildings are currently maintained on an as required basis, following annual inspections. There are limited assets at cemeteries other than Hokitika which has a building to house cemetery equipment and contractor's equipment. Other assets include roads, footpaths, car parks, concrete berms, and grass areas. All are in average condition.

There are no capacity issues at most cemeteries in the district. It is however likely that all available plots will be sold at the Ross Cemetery within the next 5 years.

Maintenance of the cemeteries and Sexton duties are currently contracted to Westroads Ltd. The funeral directors work closely with Council and the contractor on burials.

Significant negative effects from this activity

There have been no significant negative effects identified for this activity.

The situation in 2015

Council has plans to incrementally develop the Hokitika Cemetery both in the ashes berm area and the general cemetery area. This will be done by developing the area where the new berms have been constructed through to the RSA No 1 area. It is intended to develop the ground area in 2015 as funding allows.

Consideration will be given as to whether to develop an alternative burial area in Ross or if future burials from Ross be transferred to Hokitika. This decision will be made after consultation with the Ross community. In early

2015 Council purchased land adjacent to the Ross Cemetery. This land was purchased to provide a buffer around the existing facility and is not suitable for burial plots.

Key issues

- Demographics including an ageing population could increase demand for burials
- Trend towards cremation could reduce demand for interments and increase demand for ashes plots
- Deteriorating headstones and monuments are the responsibility of the descendants. Council will only intervene if they become unsafe. There is an expectation in the community that Council will fund the upkeep of headstones. There is no budget for this in the Plan.

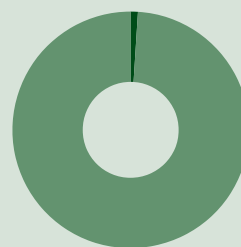
Where we want to be in the future

Council will continue to maintain and develop the current cemeteries which have the capacity to service demand for the long term.

Overall, the Council wishes to provide a high quality service that customers are satisfied with. The provision of a reliable and accurate cemetery database will be a continued service for those who are tracing their ancestors or carrying out other historical research.

Asset management plans will be in place in 2015/16 to maintain the cemetery assets in perpetuity. This will include ensuring there is sufficient development of land for burial

FINANCIAL INFORMATION



For 2015/16 this activity will make up 0.8% of the Council's yearly expenditure.

Operating expenditure:	\$80,500
Other expenditure:	\$78,733
Paid for from:	
General Rates	\$156,878
Targeted Rates	Nil
Other Revenue	\$30,000
Unfunded Depreciation	\$2,355

LEISURE SERVICES & FACILITIES

purposes, taking into account the possible increased demand for interments and ashes plots. There is a trend towards cremation which is being monitored and will be recognised when planning for additional berms and ashes plots.

Regular customer surveys will be undertaken to measure satisfaction and determine where improvements may be required.

Key capital projects:

Asset	\$	Timeframe	Funded by
Ross Cemetery – Upgrade/Expansion	10,000	2015/16 (Year 1)	100% Rates
Hokitika Cemetery – Upgrade/Expansion	53,000	2016/20 (Years 1 - 5)	100% Reserves
Hokitika Cemetery - Improvements	26,000	2016/17 (Year 2)	100% Reserves

How we want to perform

Level of Service	Performance Measures	Current Performance 2013/14	Performance Target: Years 1 to 3 (2015 – 2018)	Performance Target: Years 4 to 10 (2019 – 2025)
Cemeteries have sufficient capacity	Each cemetery has at least 12 months capacity ahead	Hokitika 100% Kumara 100% Ross 100%	Hokitika 100% Kumara 100% Ross 50%	Hokitika 100% Kumara 100% Ross 0%.
Burials adhere to relevant legislation	Standards for burial are adherence to Cemeteries & Cremations Act 1964	New measure	100%	100%

The rationale for financing this activity

Public benefits	The predominant benefit is to those who will be buried (knowing that their wishes will be carried out), and their family and friends, as well as the benefit to the heritage and general atmosphere of the district as a whole, through the provision of peaceful, tranquil and well maintained facilities.
Private benefits	Cost of interment to be met by users.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

ELDERLY HOUSING

What we do and why

Historically Council has provided low cost accommodation for a small number of elderly in Westland. The provision of social housing with smaller accommodation units and little outdoor maintenance requirements, make it possible for the elderly to remain independent a little longer.

The Assets

The Council currently has 42 units in Hokitika and 4 in Ross.

Most of the Council owned flats are over 30 years old and, despite significant repairs and maintenance having been undertaken in the past three years, several units require major upgrading.

Address	Number of units	Year built	Status
205 Revell Street, Hokitika	6	1965	Roof repaired
199 Revell Street, Hokitika	4	1971	Roof repaired
97 Tancred Street, Hokitika	10	1973	Reroofed
84 Sewell Street, Hokitika	22	1980	Reroofing underway; major plumbing repair required
26 Gibson Street, Ross	4	2001	

Significant negative effects from this activity

There are no significant negative effects.

The situation in 2015

There has been 100% occupancy for the past 3 years and the wait list at the end of the 2014/15 period was 34. Turnover of tenancy has been so low that it could take 5-7 years for the latest applicants to get a flat. Eligibility criteria for tenancy are listed in the approved Council Policy for Pensioner Housing.

Council contracts the management of its elderly housing assets to Westland District Property Limited. This company will be reviewing rental fees in 2015 with the view that they are brought in-line with market rents for the type and age of the properties.

Key issues

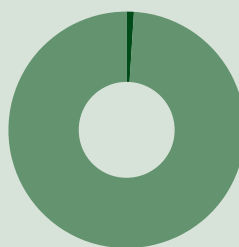
- The provision of this service to a maximum of only 65 people is disproportionate to the ever increasing aged population in Westland. The 50+ in age population in Westland is 19% and 60+ population is 11%. This means that we only cater for about 6.5% of the 60+ population in the district.
- In 10 years' time (length of this Council Plan) we will be catering for less than 4% of our pensioners.
- Current rental income levels are insufficient to maintain and sustain this activity.

Where we want to be in the future

This service costs the ratepayer as the full costs of maintenance and renewal is not able to be funded from the rental income alone.

We are only providing elderly housing to a small portion of Westland's aged population and Council may consider in the future if it is best placed to continue to provide this activity. Such an exercise will be undertaken in consultation with the users of the service and the wider community.

FINANCIAL INFORMATION



For 2015/16 this activity will make up 0.2% of the Council's yearly expenditure.

Operating expenditure:	\$0
Other expenditure:	\$43,760
Paid for from:	
General Rates	Nil
Targeted Rates	Nil
Other Revenue	Nil
Unfunded Depreciation	\$43,760

LEISURE SERVICES & FACILITIES

Key capital projects:

Asset	\$	Timeframe	Funded by
Pensioner Housing – Repairs to roof	166,000	2016/19 (Year 1 – 4)	28% Loan 72% Reserves

How we want to perform

Level of Service	Performance Measures	Current Performance 2013/14	Performance Target: Years 1 to 3 (2015 – 2018)	Performance Target: Years 4 to 10 (2019 – 2025)
A safe and efficient service	Occupancy is maximised	100% Occupancy	100%	100%
	% of tenants satisfied with the service	>95% satisfaction	>95%	>95%

The rationale for financing this activity

Public benefits	The district as a whole benefits from the knowledge that pensioners on low incomes are housed in reasonable accommodation and are housed locally. The need to travel out of the district to visit elderly family or friends is decreased.
Private benefits	Tenants provided with housing are the prime beneficiaries.



Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.



Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.



HOKITIKA MUSEUM

What we do and why

The Hokitika Museum cares for its collection and shares Westland's stories and heritage through exhibitions and other public programmes. The Hokitika Museum is recognised as a place to discover Westland's tales and treasures and contributes to the marketing of Westland, its heritage experiences and to the community's sense of identity.

Along with welcoming visitors, Museum staff provide a wide range of services to the public including answering research enquiries from genealogists, historians, mining companies, tourism operators and filmmakers, liaising with tangata whenua, heritage groups and the Department of Conservation and supplying copies of photographs and maps.

We provide quality information, photographs and maps that assist local businesses (for example, tourism), heritage groups and schools.

The Hokitika Museum manages the Carnegie Gallery which is an important space for local artists to exhibit their work and for the museum to house touring shows or temporary exhibitions produced in-house.

The Assets

There is currently no existing Asset Management Plan for this activity. Information gathering is underway and an Asset Management Plan for the museum complex and collection will be completed during 2015-2017.

Significant negative effects from this activity

There are no significant effects from this activity.

The situation in 2015

Since 2010 Hokitika Museum has worked hard on raising its profile and attractiveness to locals and visitors and is now receiving significant positive feedback and growth in both visitor numbers and research enquiries.

The front of house retail component now contributes significantly to museum income. The merchandise on offer is representative of and complementary to the displays in the museum.

Display refreshment has been undertaken.

In July 2010 the Hokitika Museum Collection was valued at \$1,688,830 and the collection continues to grow. The collection will be revalued again in Year 2 (2017/18).

All new donations are catalogued electronically. When time allows retrospective cataloguing is

being undertaken. Out of an estimated 30,000 objects, 25,000 photos and an unknown (but large) number of maps and plans, 6000 items have been partially or fully catalogued.

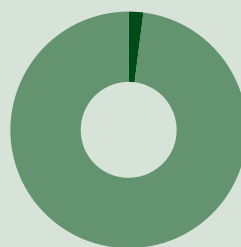
Hokitika Museum is increasingly being offered and is generating its own digital material so a digital policy is being developed to ensure that the Museum's procedures meet industry best practice and to ensure the on-going availability, and access to, the content of items in the Museum's collections and other records, regardless of the physical media or digital file format on which they were originally created or acquired.

Staff capacity at Hokitika Museum is being increased so that curatorial staff can ensure that the collection is properly cared for and public access is improved. In addition it will help the museum staff to be able to respond to research and visitor enquiries about life in Hokitika in the 1860's, as portrayed in the successful novel "The Luminaries" and the forthcoming television mini-series based on the novel. The additional staff capacity is to be partly funded by extra income generated by the museum from admissions, retail sales and research enquiries.

Key issues

- The biggest challenge facing Hokitika Museum is providing adequate staff capacity to respond to the increasing number of enquiries and undertake on-going collection work, the development of new displays and public programmes necessary to retain public interest.

FINANCIAL INFORMATION



For 2015/16 this activity will make up 1.8% of the Council's yearly expenditure.

Operating expenditure:	\$316,062
Other expenditure:	\$55,916
Paid for from:	
General Rates	\$329,190
Targeted Rates	Nil
Other Revenue	\$56,000
Unfunded Depreciation	\$8,788

LEISURE SERVICES & FACILITIES

- Increased visitation numbers may see a requirement for additional reception staffing during peak summer hours.
- Fluctuating temperature and relative humidity can cause long term damage to museum collections, as can the lack of appropriate shelving and boxing.
- Collection items become inaccessible due to obsolete storage mediums, e.g. material stored on diskettes, VHS video tapes etc.
- Increased visitor expectations for access to the collection via the internet.
- Lack of adequate storage facilities for collection items.
- Lack of public access to the collection due to a large proportion (approximately 85%) of the collection not being adequately catalogued.
- Digitising museum collections can involve issues of tikanga and tapu so ongoing discussion and learning from mana whenua is important.

Where we want to be in the future

The Museum wants to ensure that it can successfully care for its collection and that it can share Westland's stories and heritage through high quality exhibitions and other public programmes.

In order to ensure that our collection items do not become inaccessible due to obsolete storage

mediums, priority will be given to developing a digital storage migration plan and ensuring that adequate resources are allocated to it.

Research facilities at the museum will be developed to improve public access and reduce the amount of staff assistance required. A dedicated space for parties wanting to access museum material and/or undertake research will be set-up and fit-for-purpose shelving installed. It is intended that museum volunteers will be utilised to sort and label the research resources and additional work stations will be installed for volunteers. These developments will enable researchers to work more independently, thereby freeing up existing museum staff from having to provide continual assistance to researchers. Importantly, the research facilities are a source of income for the museum.

The retail component of the museum is to be enhanced. The retail activity has proven to be a good income generator (that can be used to improve the services at the museum), as well as continuing to be an effective way to promote Westland's stories to visitors.

The museum opening hours are to be extended during winter school holidays.

The functionality of the building will be addressed in regard to internal layout and storage facilities. Council will in Year 4 prepare a layout and usage plan for the entire facility. This will include consideration of utilising the courtyard space.

Key capital projects:

Asset	\$	Timeframe	Funded by
Museum - Research Development Centre	22,000	2015/16 (Year 1)	100% Rates
Museum - Retail Development	30,000	2015/16 (Year 1)	100% Depreciation
Museum - feasibility studies for internal layout and courtyard area	27,000	2018/19 (Year 4)	100% Rates

How we want to perform

Level of Service	Performance Measures	Current Performance 2013/14	Performance Target: Years 1 to 3 (2015 - 2018)	Performance Target: Years 4 to 10 (2019 - 2025)
A quality museum experience	Visitor numbers are showing an upward trend	13,753	An increase of 5% each year	An increase of 5% each year
	% of residents satisfied	New measure	85%	90%

The rationale for financing this activity

Public benefits	The predominant benefit from the Museum is to the district as a whole in ensuring that Westland's tales and treasures are preserved and made accessible.
Private benefits	The user/visitor benefits from the services and experience they receive.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

HOKITIKA WILDFOODS FESTIVAL

What we do and why

Major events raise the profile and awareness of the host destination, attract valuable tourism dollars, and benefit local businesses and community groups whilst bringing people together. The Hokitika Wildfoods Festival is our own example of this. It is estimated to inject more than \$3 million of new spending into the local economy, generate in excess of \$250,000 in fundraising for local community groups and give great exposure to Hokitika and Westland District.

The Hokitika Wildfoods Festival is a pivotal part of what Council provides and delivers to locals and visitors of Westland District. Improving the viability and sustainability of the Festival is now the most important factor affecting the operation of this long-standing festival.

As a Council activity, the festival is budgeted to break even. Council has always expected the community to contribute towards the running of the festival, with approximately \$25,000 per year being rates funded. In some years the festival has generated a surplus for Council, in other years it has made a loss.

Assets

There are no listed assets (in Council's balance sheets) applicable to this activity however the Hokitika Wildfoods Festival is a brand which is intellectual property i.e. it has a potential value. There are other minor resources associated with the festival including the extensive signage, street flags, posters, miscellaneous giveaways such as key chains and the large inflatable boar which always generates good feedback when erected on the Council building each year.

Significant negative effects from this activity

Negative social effects from issues associated with hosting large-scale events e.g. drunkenness, vandalism and littering.

The situation in 2015

Hokitika Wildfoods Festival is still the premier event on the West Coast. The sustainability and viability of the Festival is a long term issue that requires short term action.

2015 was the first year the festival was run under the changes made in the 2013-14 "Getting Real" Annual Plan, where the management of the festival was operated on a six month fixed term contract as opposed to being part of a full-time Events department, as it has been in the past. Council will again be underwriting the cost of

the event being organised for 2016 and \$25,000 has been included in the 2015-16 budgets for this purpose. Council will be working with the community to investigate options for running the festival in the future years.

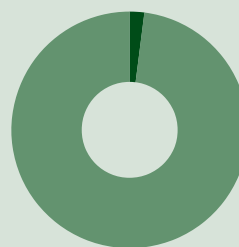
Key issues

- Historical financial performance
- Perceived stagnation/decline in the festival
- Long term viability and sustainability of the festival
- Increased competition in the event landscape
- Challenges with the continuation of the licenses to operate
- Changes to legislation e.g. food safety, sale and supply of liquor

Where we want to be in the future

Council would like to focus on the viability and sustainability of the experience that is New Zealand's most unique and quintessentially kiwi event – the Hokitika Wildfoods Festival. We look forward to many more successful Wildfoods Festivals.

FINANCIAL INFORMATION



For 2015/16 this activity will make up 1.8% of the Council's yearly expenditure.

Operating expenditure:	\$336,765
Other expenditure:	\$39,382
Paid for from:	
General Rates	\$23,557
Targeted Rates	
Other Revenue	\$350,500
Unfunded Depreciation	\$2,089

LEISURE SERVICES & FACILITIES

How we want to perform

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
A quality attendee experience	% of attendees satisfied (post event satisfaction survey)	New measure	85%	90%
	Growth to a limit is experienced annually (to a limit of 10,000)	8,200	8,500	9,000

The rationale for financing this activity

Public benefits	Visitors to Westland have a great time and recommend to their friends and family visiting Westland ensuring an economic benefit to the wider community.
Private benefits	The primary benefactors are the users of the service.



Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.



Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.



I-SITE

What we do and why

The i-SITE activity promotes Westland as “the last best place” to visit, explore and play. The Council works with national, regional and district tourism providers and promoters to develop reasons for visitors to stay longer in Westland and spend more.

Tourism makes a major contribution to the Westland District’s economic well-being.

Activities and the events that attract tourists, contribute to vibrant town centres, buoyant local economies and thriving small town communities. Westland relies heavily on visitors and tourists as an industry. Promoting tourism in turn provides economic incentives for us to preserve and enhance Westland’s natural landforms, heritage and other features that truly help make Westland the last best place to live, work, play and visit.

We work with a wide range of community groups and other agencies. By promoting partnerships and working alongside other local and regional organisations, central government, industry organisations, Māori and the public sector, we are more likely to achieve lasting results in the community.

Tourism is a mechanism for economic development, and, aside from the i-SITE, much of Council’s economic development work is carried out at arm’s length, through organisations such as Development West Coast, Tourism West Coast and district based business and promotions groups.

Council also works with local business groups such as Enterprise Hokitika, Glacier Country Tourism Group and Haast Promotions to ensure township specific marketing activities are funded and promotional outcomes achieved.

From 1 July 2015 the current i-SITE service will be combined with Council’s customer service to create a single customer service centre. The synergies from this will create a platform for new standards of service and a welcoming environment for all customers. Council is aware that it will be a challenge to successfully manage the different needs between local and business customers and tourist needs.

The Assets

There are no assets involved in this activity apart from IT Equipment, furniture and retail hardware which are replaced as per Council policy.

Significant negative effects from this activity

There are no significant negative effects from this activity.

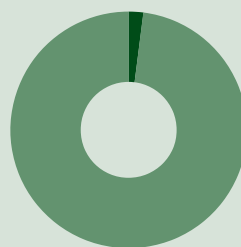
The situation in 2015

The Council needs to promote the importance of the i-SITE role in regard to its contribution to resident services and investment in Westland through tourism initiatives. The i-SITE currently offers excursion bookings and tourist information and the AA service renews driver’s licences and vehicle registrations. In the customer service centre these will be added to such services as rates payments and enquiries, dog registration and property information.

Key issues

- Maintaining or increasing the visitor numbers
- Addressing how tourist attractions in Westland are sometimes left off visitor itineraries if booked in other districts
- Natural hazards can significantly disrupt tourist business e.g. blockage of State Highways, retreat of the glaciers
- The global and domestic economic climate
- Support of the community for the resident services the i-SITE offers
- Decrease of spend in district per visitor
- Technology that renders the use of an i-SITE obsolete for visitors planning and paying for activities

FINANCIAL INFORMATION



For 2015/16 this activity will make up 1.7% of the Council's yearly expenditure.

Operating expenditure:	\$282,970
Other expenditure:	\$64,921
Paid for from:	
General Rates	
Targeted Rates	\$190,332
Other Revenue	\$146,000
Unfunded Depreciation	\$11,559

LEISURE SERVICES & FACILITIES

Where we want to be in the future

Council will combine the i-SITE and Customer Service Centre in order to provide a “one-stop-shop” for residents and visitors. This will help future-proof the viability of the i-SITE as more tourists use the internet to make bookings and plan their travel.

We want to operate the i-SITE efficiently and innovatively and will strive to increase sales figures and profits. We will do this by developing mutually beneficial relationships with tourism operators and other tourism related organisations in and out of our district and by ensuring we keep our i-SITE inviting and interesting to visitors and locals alike.

How we want to perform

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
A quality customer experience	i-SITE NZ and Qualmark standards are met	80%	80%	80%
Increase resident population knowledge about what the i-SITE has to offer locals	Bookings made by local population	Increase of 5%	Maintain or Increase	Maintain or increase

The rationale for financing this activity

Public benefits	Visitors and locals to Westland are welcomed and businesses and experiences are recommended to visitors ensuring an economic benefit to the wider community. Council must provide a public interface to the community. This will be achieved through the integration of the i-SITE with Council’s Customer Service Centre.
Private benefits	Direct benefits are for the user of the service.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

LAND & BUILDINGS

What we do and why

Council manages a broad portfolio of land and buildings of which many are historical. A variety of community spaces are provided, some of which are occupied by Council itself and some that are leased to the community for a range of uses. Westland District Property Limited manages some of these on Council's behalf. The scope of these services is detailed in the company's Statement of Intent and Management Contract.

The Assets

These include:

- Council Headquarters building
- Emergency Centre Haast
- Carnegie Building/Museum
- Houses for Nurses (Harihari, Fox Glacier) and contractor staff (Fox Glacier)
- Forestry Land at Kaniere and Kumara, managed in conjunction with PF Olsen
- Licenses to Occupy on legal road
- Three Mile Hall
- Leased land
- Works depots at Haast, Fox Glacier, Whataroa and Harihari
- Westland Industrial Heritage Park
- Jackson Bay Wharf

Significant negative effects from this activity

There have been no significant negative effects identified for this activity.

The situation in 2015

A comprehensive asset management plan is being prepared for land and buildings, to identify more clearly what Council owns and the condition the assets are in. This process will provide an opportunity for Council to rationalise our land and buildings portfolio, and to make decisions on what we should retain and what we might dispose of in the future. For those facilities we want to retain we will get a greater understanding of the whole of life costs thus ensuring the assets are maintained and renewed in a sustainable manner. More emphasis is being placed on ensuring that the appropriate level of maintenance is achieved to ensure we deliver to the community the desired levels of service.

Council continues to work with local community organisations to identify development opportunities.

The Council intends to maintain the existing Jackson Bay Wharf. This financial investment is recovered with continued support from the fishing industry. The Community needs to decide if a new Recreational Boat Ramp should also be constructed at Jackson Bay.

Key issues

- Council needs to adopt a strategic approach to commercial property management
- Develop an asset management plan for this activity
- Make decisions about retaining or disposing of some land and buildings

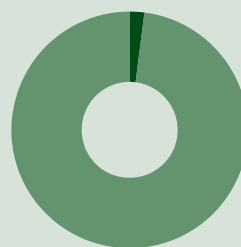
Where we want to be in the future

Council wants to focus only on the land and buildings it really needs to achieve its vision and strategic outcomes. This may include divesting of some properties. Of the land and buildings we retain we want to provide quality spaces for our tenants and maintain our buildings to a high standard.

We want a well maintained Jackson Bay Wharf that can be used for both commercial and recreational purposes.

We will focus on reducing the impact of future service requirements by identifying current and back dated maintenance issues and putting these into maintenance and renewal plans that are funded. There needs to be a consistent level of service for the buildings being managed to meet customer expectations. We will ensure the management of capital and maintenance of

FINANCIAL INFORMATION



For 2015/16 this activity will make up 2.1% of the Council's yearly expenditure.

Operating expenditure:	\$277,528
Other expenditure:	\$162,623
Paid for from:	
General Rates	\$136,854
Targeted Rates	Nil
Other Revenue	\$68,750
Unfunded Depreciation	\$19,547

LEISURE SERVICES & FACILITIES

commercial property is undertaken by someone with expertise in this area, and there may be further opportunities to work with Westland

District Property Ltd in the management of some of our land and buildings.

Key capital projects:

Asset	\$	Timeframe	Funded by
Hokitika car parking	46,155	2016/18 (Years 1 - 3)	33% Special Reserve 67% Depreciation

How we want to perform

There are no non-financial performance measures for this activity. Instead this activity is subject to financial accountability reporting for:

- Delivering capital programmes.
- Financial Information

The rationale for financing this activity

Public benefits	Meets the expectations of the community by providing spaces for the community to access, and managing them in an affordable way.
Private benefits	Providing good spaces satisfying commercial needs.



Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.



PARKS & RESERVES

What we do and why

Council manages and maintains a number of parks and reserves throughout the district for active and passive recreation. Recreation and Local Purpose Reserves are managed under the Reserves Act 1977. There is a public expectation for Council to continue to manage and maintain reserves for the benefit of the community.

We currently administer 27 parks in Hokitika. These include children's playgrounds, sports grounds, grassed and planted areas, and native bush. The Hokitika and Environs Reserves Management Plan 2000 provides a strategic approach to the management of Hokitika reserves.

Cass Square is well utilised in summer for cricket and athletics and in winter for rugby and soccer. It has been the venue for the Wildfoods Festival for 18 Years and recently for the Agricultural Festival "AgFest".

This activity also includes the maintenance of public statues and monuments.

The Assets

Land and buildings, park furniture, children's playgrounds, recreational equipment, monuments and statues make up assets which form part of the activity.

Cass Square	Children's playground, sports grounds, skate park, pavilion, grandstand, concrete track and path, garden plots
Lazar Park	Children's playground, community garden
Beachfront	Tambo "shipwreck"
Hokitika statues and monuments	Robbie Burns – Cass Square
	Pioneer Statue – Fitzherbert Street
	Cenotaph – Cass Square
	Summer Statue – Carnegie Building
	Richard John Seddon Statue – Sewell Street
	Town Clock – Weld Street
Hokitika "Take a Seat" Art Seats	Various locations around Hokitika
Kumara	Children's playground
Whataroa	Children's playground
Rimu Hill Lookout	Buildings and monument
Haast	Children's playground

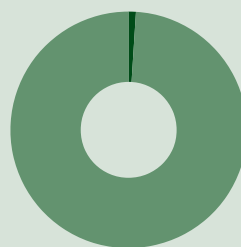
Significant negative effects from this activity

There are no significant negative effects from this activity.

The situation in 2015

The Cass Square playing surface is a sand carpet with a sand slit drainage system. This current system has a useful life of approximately 10 years and it is now 12 years old. Council has included a budget in this plan to renew the sand slit drainage in Year 1 and then every 12 years on average. Another option that was considered was that Council doesn't renew the drainage system and continues to maintain the field as best as possible i.e. currently \$25,000 per annum for sand, fertiliser and coring, with an additional \$15,000 for coring every two years following

FINANCIAL INFORMATION



For 2015/16 this activity will make up 1.3% of the Council's yearly expenditure.

Operating expenditure:	\$151,599
Other expenditure:	\$107,211
Paid for from:	
General Rates	
Targeted Rates	\$247,742
Other Revenue	Nil
Unfunded Depreciation	\$11,067

LEISURE SERVICES & FACILITIES

high use such as the Agricultural Festival. This option was not taken as it would result in increased periods where the playing surface is out of action due to its inability to adequately drain after periods of heavy rain and excessive use.

The construction of the seawall in front of the Hokitika Business Area along Beach Street has left a “blank canvas”. Council and the Westland Arts Incorporated group (WAI) are working with the community on a Waterfront Development Plan. Council has allocated \$30,000 from its reserves development fund towards capital projects. It is hoped that volunteer groups will work with Council and WAI towards progressing the development of this area.

A budget is included in the plan for enhancement of the Marks Road Reserve in Haast. This is the southern gateway to our district.

Key issues

- Maintenance of statues is an on-going concern.
- Accessibility of toilets to Cass Square playground.
- Ageing playground equipment in Cass Square and Lazar Park.
- The lack of strategic planning for the rural reserves.

Where we want to be in the future

The growth projections for Westland suggest only a slightly increased (and an ageing) population, and a small increase in tourist numbers over the next 10 years. This forecast is unlikely to significantly impact on required levels of service, demand and asset requirements for this activity.

Council will continue to improve the asset management systems and records and it will be extending the Hokitika and Environs Reserves Management Plan to cover the entire district.

Key capital projects:

Asset	\$	Timeframe	Funded by
Cass Square - Replacement of top playing surface	120,000	2015/16 (Year 1)	100% Loan
Cass Square - Repairs to Statues	57,000	2016/25 (Years 1 - 10)	100% Reserves
Cass Square - Building Improvements - Cladding	53,000	2017/18 (Year 3)	100% Reserves
Cass Square - Upgrade playground equipment	47,000	2017/18 (Year 2 - 3)	100% Reserves
Cass Square - Grandstand Improvements	31,000	2016/17 (Year 2)	100% Reserves
Lazar Park - Upgrade playground equipment	45,000	2015/16 (Year 1)	100% Reserves
Marks Road Reserve improvement	10,000	2015/16 (Year 1)	100% Reserves
Hokitika Waterfront Development	30,000	2015/16 (Year 1)	100% Reserves

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

How we want to perform

Level of Service	Performance Measures	Current Performance 2013/14	Performance Target: Years 1 to 3 (2015 - 2018)	Performance Target: Years 4 to 10 (2019 - 2025)
Reserves are pleasant, enjoyable and safe places	% of residents satisfied with parks and reserves	Not measured	90%	90%

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

The rationale for financing this activity

Public benefits	Reserves are open and available to all residents and visitors and provide spaces for leisure and recreation.
Private benefits	Fees are charged to recognise the benefits the user receives.

PUBLIC TOILETS

What we do and why

Council provides public toilets / changing room facilities to protect the health of residents and the environment by avoiding contamination by human waste. Council aims to ensure that public toilets that are clean, accessible, functional and well maintained, for the community and the travelling public to use.

The Department of Conservation (DOC) owns and maintains numerous public facilities within public camping grounds and walking tracks that complement the Council provided facilities.

The Assets

Hokitika Public Toilets	Tancred Street, Beach Front, Cass Square
Other Public Toilets	Haast, Franz Josef/ Waiau, Fox
Changing Rooms	Hokitika (Cass Square)

Council is aiming to improve its asset management of these facilities. The daily management of public toilets is undertaken by contractors who maintain the asset. The Council gets regular feedback from its contractors that enables us to monitor issues.

Significant negative effects from this activity

Public toilet facilities are sometimes vandalised which requires the Council to spend money making repairs. Although not significant, it is noted that the cost of maintaining regular supply of product within some toilet facilities is higher than others, as users take the toilet paper, hand towels and soap products. Council has installed dispenser systems in most facilities to mitigate this problem however it still requires contractors or volunteers to regularly rectify the situation. This ultimately costs the ratepayer.

The situation in 2015

Council together with community groups provide and maintain public toilets.

Due to the number of tourists that visit our district every year the provision of public toilet facilities is important for the purpose of protecting our valued natural environment. Council owns and operates toilets in Haast, Franz Josef/Waiau, Fox and Hokitika. In addition there is a public toilet in the Mountain Jade Factory Shop in Weld Street and the Council funds the provision of a toilet in the Greypower building. It also supports the providers of community toilets

in Kumara, Ross, Whataroa, Ōkārito and Harihari by providing grants or materials for operating costs. All toilets are accessible 24 hours with the exception of those on the Hokitika Beach Front and Cass Square Pavilion which get locked at night.

Key issues

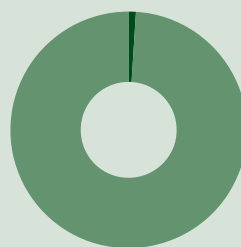
- The number of visitors to the West Coast increases the demand for more public toilets. Large busloads of visitors stopping at the facilities does create excessive loading and high turnover of product.
- The demand for higher standards has come from the increase in tourist growth and freedom campers. A better quality of facility is an expectation of visitors to our district
- Community volunteers may not always be available to manage some of the facilities
- Increasing cost of providing a good standard of facility
- Water quantities at Franz Josef / Waiau are not sustainable and may impact on the facilities provided.

Where we want to be in the future

Council wants to continue, in partnership with community groups, to provide and maintain public toilets.

Due to the number of tourists that visit our district every year the provision of public toilet facilities is important for the purpose of

FINANCIAL INFORMATION



For 2015/16 this activity will make up 1.2% of the Council's yearly expenditure.

Operating expenditure:	\$199,664
Other expenditure:	\$48,206
Paid for from:	
General Rates	\$243,599
Targeted Rates	Nil
Other Revenue	Nil
Unfunded Depreciation	\$4,271

LEISURE SERVICES & FACILITIES

protecting our valued natural environment and the public image of our towns. Extra funding has been included in the operational budgets for increased cleaning at Franz Josef / Waiau and Fox toilets.

Council needs to research and consider the possibilities of self-funded facilities, made available through a coin operated mechanism. If successful this could reduce the required funding from the general rate and become a cost neutral service.

How we want to perform

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
Provide public toilets throughout the district	% of residents satisfied with the service	Not measured	100%	100%
	Facilities are available for use during the day	100%	100%	100%

The rationale for financing this activity

Public benefits	The provision of clean, safe and convenient facilities will improve the visitor experience of domestic and international tourists. The community will benefit by deriving economic benefits of increasing tourism as well as the protection of the environment from human waste contamination.
Private benefits	No user fees are charged in Westland District.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.



SWIMMING POOLS

What we do and why

Council has swimming pool facilities in Hokitika and Ross and runs learn to swim programs at Hokitika. We provide this activity in order for the community to participate in this recreation activity in a safe environment.

The Assets

Council operates the Centennial Swimming Pool in Hokitika and assists the Ross Community with the operation of the Ross Swimming Pool.

The Hokitika Centennial Swimming Pool was built in 1961, replacing an earlier structure on the same site. The complex had a roof added in 1994, at the same time the water heating system was upgraded and a second hand fan was installed to aid ventilation. The filtration system was upgraded in 2004. The structure is concrete block construction on gravel/sand foundations and has not been earthquake rated. Overall the structure is sound although increasing amounts of money are being spent during winter maintenance to maintain the status quo.

The Ross community has worked hard to maintain and improve their facility. They raised funds for solar heating panels on the roof of the pool, improved the pool toilets and installed a hoist for access of disabled swimmers to the pool. The pool is operated by the community under a key system, with key holders responsible for pool safety and is well supported by the Ross community.

Significant negative effects from this activity

The Hokitika pool predates the Resource Management Act and discharges coal smoke to air and backwash water to the storm water system. These activities have not been audited.

The situation in 2015

The Hokitika Swimming Pool is managed by Westland District Property Limited, under a contract for service. Council contributes towards operating this facility.

Council will be undertaking a feasibility study in order to identify future options for a swimming facility in Hokitika, we will source external funding in order to do this. There have been small improvements made to the facility over the past few years and there has been an increase in usage over the past three years, however the facility still falls short of the expectations of many users.

There is potential for critical plant failure at this facility. The boiler was built in the 1980's, installed at the Westland Hospital and relocated to the pool in the 1990's. The ventilation fan was gifted by the Regent Theatre in the 1990's and its age is unknown. Despite numerous parts being replaced on both, the boiler and ventilation systems are inadequate and we recognise that it will be necessary to replace them in the near future. The roof over the swimming pool has been in place for 20 years and due to its environmental location it will need some significant repair in the near future.

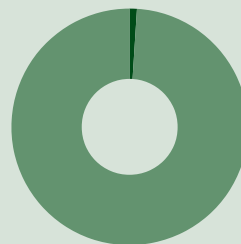
The most obvious fact is that the pool was designed in the late 50's to meet the expectations of that time. The population of today is much more demanding than those of 50 years ago and expects different levels of service from a community swimming pool facility.

The Ross Swimming Pool is anticipated to meet community needs for the next 10 years provided routine regular maintenance is undertaken and key items of plant are replaced as required.

Key issues

- If we choose to continue with repairs/maintenance and replacement of the existing Hokitika facility the costs will increase exponentially and ratepayer contribution will need to increase to meet these costs.
- Council must determine whether the community wants to upgrade the Hokitika facility in its current location (noting that then the pool will need to

FINANCIAL INFORMATION



For 2015/16 this activity will make up 1.3% of the Council's yearly expenditure.

Operating expenditure:	\$241,918
Other expenditure:	\$35,010
Paid for from:	
General Rates	
Targeted Rates	\$256,846
Other Revenue	Nil
Unfunded Depreciation	\$20,082

LEISURE SERVICES & FACILITIES

close for a substantial amount of time to allow renovations to occur).

- Council must engage with the community about options for the future of the Hokitika facility.

Where we want to be in the future

We want to maintain and operate public swimming pools that are affordable and available to people of all ages and abilities. With the increasing aged population, soft recreational exercise will become increasingly popular.

Council wants to ensure that it provides facilities that meet its community's aspirations and has evaluated future proofing opportunities.

How we want to perform

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
A quality swimming or exercise experience at the public Swimming Pools	% of residents satisfied	New measure	85%	To be determined by outcomes of the feasibility study.
	Maintain Pool Safe Accreditation at Hokitika Swimming Pool	100%	100%	100%

The rationale for financing this activity

Public benefits	The Hokitika pool in particular may attract visitors and events to the district. There are positive social benefits through Learn To Swim programmes reducing the incidences of drownings. Recreation opportunities have positive health benefits.
Private benefits	Those living closest to the pools benefit more than those living away, hence there is a need to target the funding of the facilities to users.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

WEST COAST WILDERNESS TRAIL

What we do and why

The West Coast Wilderness Trail is 136km long and stretches from Greymouth to Ross. It is part of the New Zealand Cycle Trail Nga Haerenga network of 22 trails and will be completed in 2015. It will be co-managed by the Westland and the Grey District Councils.

The trail was funded by the New Zealand Government and Development West Coast to provide an outstanding local and visitor attraction and generate economic return for the communities it passes through. The Westland Wilderness Trust, a Council Organisation, has provided the governance role for this project. The Trust includes representation from both Westland and Grey District Councils, Te Rūnanga o Mākaawhio, Mawhera Corporation, and the Department of Conservation.

The Assets

Trail	The trail is 136km long and cost \$8.6m to construct. Trail structures include 3 large suspension bridges, a number of smaller bridges, shelters, seats, signage, and bike stands
Brand	The brand West Coast Wilderness Trail was approved by the NZ Government for the trail and is the official name

Significant negative effects from this activity

Increased numbers of cyclists on narrow rural roads.

The situation in 2015

The cycle trail has been constructed over a period of 3 years. The asset is therefore relatively new and there is little precedent on which to base maintenance and life expectancy. Most of the trail is a gravel surface with an estimated life expectancy of 30 years if well maintained. Bridges and other structures on the trail are expected to last 50 years. Council is only funding depreciation on the structures and is allocating a modest maintenance budget of \$70,000 per annum.

Sections of the trail on Department of Conservation land will be maintained by the department. Trail that utilises existing formed legal road will be maintained by Council as part of the Transportation activity.

To reach its economic potential for attracting visitors and supporting local businesses, the trail

needs to be actively marketed. Some marketing will be undertaken by Tourism West Coast as part of their normal regional marketing. All 22 trails will be marketed by Tourism NZ as part of the NZ Cycle Trail experience. Council is proposing that the rest of the marketing is left to the businesses who are financially benefiting from the asset.

Key issues

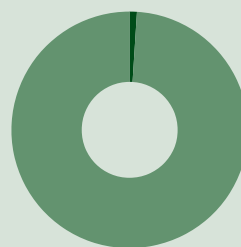
- The cost of ongoing maintenance
- Funding the improvement programme
- Fluctuating tourist numbers
- Encouraging positive business and local support

Where we want to be in the future

We want a nationally recognised cycleway which is safe and well used by both tourists and locals.

An improvement programme for the trail has been developed and will be implemented as funding allows. The trail is expected to be self-sustainable in the future with support programmes that generate enough revenue to maintain it. It is difficult to estimate at what point in time (if ever) this will eventuate and it may require a Trail Manager to facilitate this. The funding agreement with central government prohibits Council from charging a fee to use the trail.

FINANCIAL INFORMATION



For 2015/16 this activity will make up 0.5% of the Council's yearly expenditure.

Operating expenditure:	\$70,000
Other expenditure:	\$30,415
Paid for from:	
General Rates	
Targeted Rates	\$78,159
Other Revenue	Nil
Unfunded Depreciation	\$22,256

LEISURE SERVICES & FACILITIES

Key capital projects:

No capital projects are planned in the next 3 years.

How we want to perform

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
Cycle trail is well used	Numbers using the trail as measured by trail counters	Not measured	10,000	15,000

The rationale for financing this activity

Public benefits	The trail is open and available to all residents and visitors and provides opportunity for leisure and recreation. It is a tourist attraction and this leads to money being spent in the district.
Private benefits	Businesses directly stand to profit from the use of the cycle trail



Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.



Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

WESTLAND DISTRICT LIBRARY

What we do and why

Westland District Library's physical collection consists of 30,000 items and an inter-library loan service is available to access books not held in our collection.

The library service caters for all age groups, encourages life-long learning, recreational reading and supports literacy. The vibrant, safe environment is a community hub which allows people to relax, interact and be inspired. The service extends to local communities in the form of the voluntary run libraries in Kumara, Ross, Harihari, Whataroa, Ōkārito, Franz Josef, Fox Glacier and Haast. These outreach facilities are regularly provided with books from the Westland District Library collection.

Access to information is offered in a variety of formats including books, audio, e-resources and online databases.

Free access to the internet is available using one of the five Aotearoa People's Network Kahaora computers or via the 24/7 wifi network using your own device. eBooks and eAudiobooks can be downloaded free of charge using OverDrive, a library consortium.

The library website www.westlib.co.nz provides access to electronic databases, library holdings and borrower accounts. With over 90 pages, it is a valuable information resource.

The library operates 6 days a week and trained library staff provide reference enquiry services during opening hours.

Library services contribute to the district's social, cultural and intellectual well-being by providing access to reading material, databases and internet services. The community benefits from a better informed and more literate population.

The relocation of the library in July 2009 resulted in a significant increase in issue figures. Despite a national trend of declining issues over this period, Westland District Library issues increased from 2005 through to 2012.

There has been a steady increase in active members (used the library in last two years) since 2005. At present 47% of the Westland population are library members.

The Assets

Library assets consist of collections, furniture, computer equipment and library management software. Council provides an annual budget for new resources funded through depreciation. The Council does not own the building that the library operates from and there is a concern

that the terms and conditions of the lease may become unaffordable.

The physical book collections are depreciated over 8 years; furniture over 10 years and computer equipment and library management software between 3-10 years.

Significant negative effects from this activity

There are no significant negative effects from this activity.

The situation in 2015

Council operates a District Library from a leased building at 20 Sewell St, Hokitika, with a membership of 47% of the Westland population. The network of eight voluntary-run Community Libraries enhances the library services offered by the Westland District Library. Each Community Library is supported by an annual Council grant.

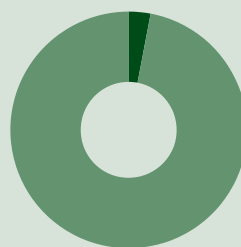
Visitor numbers were 78,166 in 2013/14, an 11% decrease from 88,417 in 2012/13.

A reciprocal borrowing agreement signed on 1 July 2014 between Westland and Grey district libraries gives residents greater access to resources.

In October 2013 Council reduced the library's opening hours. It has since received feedback from the community that the library service should be available on Saturday afternoons to allow residents, especially those from South Westland, improved access.

A user satisfaction survey completed in September 2014 showed that only 65% of the

FINANCIAL INFORMATION



For 2015/16 this activity will make up 2.7% of the Council's yearly expenditure.

Operating expenditure:	\$393,866
Other expenditure:	\$160,012
Paid for from:	
General Rates	\$525,088
Targeted Rates	Nil
Other Revenue	\$28,790
Unfunded Depreciation	Nil

LEISURE SERVICES & FACILITIES

305 respondents were satisfied with the present library opening hours.

Key issues

- Present library opening hours
- Outdated library management system
- More shared services needed
- Wide geographic area to service in Westland District

Where we want to be in the future

Library Opening Hours

Council has listened to the community feedback regarding the reduction in library opening hours and will be extending the present Saturday hours to 10.00am – 4.00pm. This is an addition of 3 opening hours per week.

Library Management System (LMS)

To be able to continue to provide excellent library services, the Westland District Library intends to upgrade the present Library Management System. KOTUI is owned and operated by the National Library of New Zealand, in conjunction with Aotearoa People's Network Kaharoa. It is a shared library software system, used by 20 New Zealand Councils at present, and four more Councils will install KOTUI in 2014/15.

Benefits of KOTUI for library users:

- Library staff will be much more visible and available to interact with, and assist library users in the public space. At present, a great deal of staff time is allocated to fixing software problems and cataloguing resources.
- Due to the considerable saving in staff time on backroom tasks, other programmes and events can be planned e.g. taking the library to the schools and pre-schools, training workshops, author talks.
- KOTUI will enable the walk-in and remote users to use a single catalogue search to display books, eBooks and relevant articles from the library's databases. The present software does not have this integrated function.

- Library users will have the same advanced technology already used by other NZ regions which allows for inclusion in future consortia projects.
- As Buller presently uses KOTUI, and Grey is committed to installing KOTUI in the near future, the long-term goal of one West Coast library is more achievable. This would give Westland residents a greater, as well as broader, choice of resources.

More shared services with Grey and Buller District Libraries as well as other local organisations

To benefit West Coast communities, more shared library services will be investigated. At present there is a reasonable level of collaboration with the two other West Coast libraries. Collaborative projects include joint database subscriptions, joint funding applications, staff training workshops and the circulation of Large Print collections. The level of shared service could be increased by introducing integrated purchasing plans, circulation of all collections, a mobile book bus service and more joint events and programmes.

Reciprocal borrowing between Westland and Grey District began on 1 July 2014 and this has been well received.

Shared services with other local organisations will also be considered. The digital divide has highlighted the need to work with other organisations such as WestREAP and Greypower, to provide technology training workshops at the library for the community. Partnerships enhance library services by pooling resources and expertise.

Community Libraries

Due to the geographical spread of the district, the network of eight voluntary-run community libraries provides a valuable service. Each community library receives 100 books from the Westland District Library on a quarterly basis, as well as an annual grant from Council, which covers expenses related to running the Community Library.

As the majority of the Westland population lives outside of the Hokitika township, further improved services to the community libraries will be investigated.

Key capital projects:

Asset	\$	Timeframe	Funded by
Library - Kotui System Installation	71,750	2016/17 (Year 2)	100% Depreciation
Library books/audio visual resources	52,000	2016/25 (Years 1 - 10)	100% Depreciation

How we want to perform

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
Provide quality library services in the district	% of residents satisfied	New measure	85%	90%
	% of residents who are library members	New measure	42%	44%

The rationale for financing this activity

Public benefits	The benefit of the Library service to the district is providing resources to meet the community's evolving knowledge, information and recreational needs. The Library is a community hub for people to relax, interact and be inspired.
Private benefits	Fees paid by actual users.



Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

LEISURE SERVICES & FACILITIES

FUNDING IMPACT STATEMENT

	30 June 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Sources of Operating Funding											
General rates, UAGC, rates penalties	1,617,025	1,415,166	1,414,420	1,427,651	1,509,983	1,483,024	1,485,804	1,465,026	1,504,707	1,547,639	1,592,530
Targeted rates	19,700	773,078	797,585	805,569	821,363	842,880	856,290	869,174	886,935	905,133	923,617
Grants, subsidies and donations	34,300	11,000	11,264	11,546	11,846	12,177	12,531	12,907	13,320	13,759	14,227
Fees and charges	647,059	498,750	510,720	523,488	537,099	546,050	561,885	578,742	597,262	616,971	637,948
Internal charges and overheads recovered	-	215,000	218,663	222,933	226,998	232,450	230,821	203,990	210,106	215,777	221,812
Local authorities fuel tax, fines, infringement fees and other	-	170,290	174,377	178,736	174,360	179,243	184,441	181,172	186,969	193,139	199,706
Total operating funding	2,318,084	3,083,285	3,127,030	3,169,923	3,281,649	3,295,823	3,331,771	3,311,011	3,399,298	3,492,419	3,589,840
Applications of Operating Funding											
Payments to staff and suppliers	2,184,609	2,350,872	2,403,042	2,449,885	2,524,579	2,579,070	2,640,733	2,700,090	2,773,711	2,851,884	2,935,107
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	-	410,742	439,016	426,479	435,092	445,993	457,528	463,867	475,638	489,058	502,734
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	2,184,609	2,761,614	2,842,058	2,876,364	2,959,671	3,025,063	3,098,261	3,163,957	3,249,348	3,340,942	3,437,841
Surplus/(deficit) of operating funding	133,475	321,671	284,972	293,559	321,978	270,760	233,511	147,054	149,950	151,478	151,999
Sources of Capital Funding											
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	-	165,000	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	-	165,000	-	-	-	-	-	-	-	-	-
Applications of Capital Funding											
Capital expenditure - meet additional demand	-	76,500	71,238	46,814	75,130	49,484	39,503	40,745	42,090	43,505	45,057
Capital expenditure - improve level of service	5,000	30,000	-	-	-	-	-	-	-	-	-
Capital expenditure - replace existing assets	51,400	307,500	207,563	176,210	51,348	25,020	25,763	26,573	27,450	28,373	29,385
Increase/(decrease) in reserves	77,075	72,671	6,172	70,535	195,501	196,256	168,246	79,737	80,410	79,601	77,557
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total application of capital funding	133,475	486,671	284,972	293,559	321,978	270,760	233,511	147,054	149,950	151,478	151,999
Surplus/(deficit) of capital funding	(133,475)	(321,671)	(284,972)	(293,559)	(321,978)	(270,760)	(233,511)	(147,054)	(149,950)	(151,478)	(151,999)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

FINANCIAL FORECAST

	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Revenue										
Rates	2,188,244	2,212,006	2,233,220	2,331,347	2,325,904	2,342,094	2,334,201	2,391,642	2,452,773	2,516,146
Grants, subsidies and donations	11,000	11,264	11,546	11,846	12,177	12,531	12,907	13,320	13,759	14,227
Fees and charges	498,750	510,720	523,488	537,099	546,050	561,885	578,742	597,262	616,971	637,948
Commissions	77,000	78,848	80,819	76,382	78,521	80,798	74,420	76,801	79,336	82,033
Recoveries	35,000	35,840	36,736	37,691	38,746	39,870	41,066	42,380	43,779	45,267
Internal charges and overheads recovered	215,000	218,663	222,933	226,998	232,450	230,821	203,990	210,106	215,777	221,812
Rentals	44,790	45,865	47,012	45,749	47,030	48,394	49,846	51,441	53,139	54,945
Miscellaneous revenue	13,500	13,824	14,170	14,538	14,945	15,378	15,840	16,347	16,886	17,460
Total revenue	3,083,285	3,127,030	3,169,923	3,281,649	3,295,823	3,331,771	3,311,011	3,399,298	3,492,419	3,589,840
Expenditure										
Parks and reserves	258,810	269,254	270,683	276,241	284,236	291,147	297,634	307,442	315,915	324,848
Cemeteries	159,233	166,560	165,880	169,653	174,463	179,012	183,001	188,480	194,014	199,822
Library	553,878	565,877	574,209	603,321	586,776	569,041	537,693	552,272	568,280	585,111
Museum	371,978	379,784	378,480	386,950	395,997	404,587	408,036	418,563	430,373	442,677
i-Site	347,890	349,275	349,258	354,473	363,179	371,037	370,208	379,194	390,331	401,394
Events	376,147	387,205	394,986	404,811	415,594	426,528	434,641	447,714	461,900	476,864
Cycle trail	100,415	103,576	105,371	107,349	110,618	112,964	115,418	119,591	122,504	125,600
Swimming pools	276,928	275,166	275,047	275,535	276,044	276,649	277,214	278,117	278,865	279,653
Public toilets	247,870	254,862	258,487	269,747	271,728	279,121	286,563	295,384	304,521	314,205
Elderly housing	43,760	43,254	43,722	43,962	45,435	45,427	45,389	46,377	46,377	46,377
Land and buildings	440,151	446,861	451,983	461,003	472,406	476,898	455,816	469,167	482,343	496,291
Total expenditure	3,177,060	3,241,674	3,268,104	3,353,045	3,396,477	3,432,411	3,411,612	3,502,302	3,595,423	3,692,844
Surplus/(deficit)	(93,775)	(114,644)	(98,181)	(71,396)	(100,653)	(100,640)	(100,601)	(103,004)	(103,004)	(103,004)

LEISURE SERVICES & FACILITIES

Capital Expenditure											
Reserves - Cass Square - Repairs to Statues	5,000	5,125	5,260	5,405	5,560	5,725	5,905	6,100	6,305	6,530	
Reserves - Cass Square - Grandstand	-	30,750	-	-	-	-	-	-	-	-	-
Reserves - Cass Square - Building improvements (cladding)	-	-	52,600	-	-	-	-	-	-	-	-
Reserves - Cass Square - Turf improvements	120,000	-	-	-	-	-	-	-	-	-	-
Reserves - Cass Square - Park improvements	-	-	10,520	-	-	-	-	-	-	-	-
Reserves - Cass Square - Playground equipment upgrade	-	25,625	21,040	-	-	-	-	-	-	-	-
Reserves - Lazar Park - Playground equipment upgrade	45,000	-	-	-	-	-	-	-	-	-	-
Reserves - Marks Road Reserve	10,000	-	-	-	-	-	-	-	-	-	-
Reserves - Hokitika Waterfront Development	30,000	-	-	-	-	-	-	-	-	-	-
Cemetery - Hokitika upgrade & expansion	10,000	10,250	10,520	10,810	11,120	-	-	-	-	-	-
Cemetery - Hokitika storage building	20,000	-	-	-	-	-	-	-	-	-	-
Cemetery - Hokitika improvements	-	25,625	-	-	-	-	-	-	-	-	-
Cemetery - Ross upgrade & expansion	10,000	-	-	-	-	-	-	-	-	-	-
Land & Buildings - carparking	15,000	15,375	15,780	-	-	-	-	-	-	-	-
Elderly Housing - Roof repairs	45,000	41,000	52,600	27,025	-	-	-	-	-	-	-
Museum - Research Development Centre	22,000	-	-	-	-	-	-	-	-	-	-
Museum - Retail Development	30,000	-	-	-	-	-	-	-	-	-	-
Museum - feasibility studies	-	-	-	27,025	-	-	-	-	-	-	-
Library - Kotui System Installation	-	71,750	-	-	-	-	-	-	-	-	-
Library - Audio/Visual Resource	4,000	4,100	4,208	4,324	4,448	4,580	4,724	4,880	5,044	5,224	
Library - Free Adult Books	13,000	13,325	13,676	14,053	14,456	14,885	15,353	15,860	16,393	16,978	
Library - Adult Non Fiction	17,500	17,938	18,410	18,918	19,460	20,038	20,668	21,350	22,068	22,855	
Library - Junior Publications	11,500	11,788	12,098	12,432	12,788	13,168	13,582	14,030	14,502	15,019	
Library - Large Print Books	6,000	6,150	6,312	6,486	6,672	6,870	7,086	7,320	7,566	7,836	
Total capital expenditure	414,000	278,800	223,024	126,477	74,504	65,265	67,317	69,540	71,877	74,442	

TRANSPORTATION

What we do and why

Council is defined as a road controlling authority under the LGA 2002 and must comply with key transport management legislation. Council has the core function of providing a transport network that is accessible for all people within the district in conjunction with the other transportation agencies. We contract out a significant portion of the maintenance and renewal in this activity.

The Westland District roading network encompasses and requires:

- Ownership or agreed use of land under roads
- Road pavements and surfacing to provide a carriageway for the safe movement of people and goods
- Culverts, water tables and a stormwater system to provide drainage.
- Signs, barriers and pavement markings to provide road user information and safe transport
- Bridges to carry traffic over waterways
- Footpaths, walkways and cycle-lanes to transport pedestrians and cyclists
- Street lighting to provide safe and comfortable movement of vehicular and pedestrian traffic at night

The major part of Council's transportation activity is to ensure the safe, efficient and sustainable maintenance, operation, renewal and upgrading of the roads and bridges. This activity covers the following:

- Funding and administration of performance based contracts for maintenance of the roading asset
- Programme of roading renewals
- Programme of seal extensions, safety improvements and road reconstruction works funded and contracted out
- Strategy and programme of works to improve walking and cycling network, as part of regional strategy
- On-going programme of maintaining, improving and constructing new footpaths.
- Funding and support for road safety education programmes in Westland, and on all roads
- Funding and support for passenger transport services
- Administrative support for Total Mobility scheme

The Assets

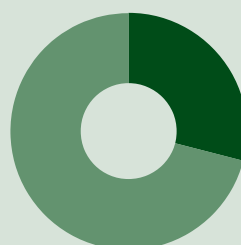
Council's primary asset information management database for this activity is the Road Assessment and Maintenance Management (RAMM) system which records all components and any renewal work. A protocol for updating inventories has been adopted. This will improve the confidence level in the data held, especially for footpaths, signs, kerb and channel, and drainage facilities.

New Zealand Transport Agency (NZTA), the government transport funding agency, has issued target based maintenance guidelines for all road controlling authorities, which must be incorporated throughout the maintenance contracts.

Condition rating is regularly carried out on the sealed road network and bridges. Development of condition rating methods is required for unsealed roads, signs, ancillary structures, car parks, footpaths, walkways, and service lanes. The assessment of condition of existing assets addresses both their functionality and ability to meet community expectations, levels of service, safety and engineering good practice and to achieve NZTA performance targets.

RAMM deterioration models (dTMS), regular road inspections by Council professional services staff, consultants and contractors, combined with engineering judgment and experience are used to determine the short to medium term programmes of renewals. Council is a member of the Regional Transport Committee at the strategic level, and at an operational

FINANCIAL INFORMATION



For 2015/16 this activity will make up 28.8% of the Council's yearly expenditure.

*Council receives funding of \$1.4m from NZTA to partially fund this balance.

Operating expenditure:	\$2,572,369
Other expenditure:	\$3,359,081
Paid for from:	
General Rates	\$1,888,189
Targeted Rates	Nil
Other Revenue	\$3,137,625
Unfunded Depreciation	\$2,389,797*

INFRASTRUCTURE

level through day to day contact with NZTA staff in Christchurch and Opus Consultants staff in Greymouth, (the consultants for the state highways). Council staff work closely with Department of Conservation staff on the maintenance of the glacier access roads.

We receive an annual subsidy from NZTA for maintaining and renewing the roading network. The NZTA base rate subsidy for Westland District is 58% of the total cost on Local Roads and 100% on Special Purpose Roads. Public transport services are subsidised at 50%.

The subsidy rate for new construction is 69%, but this is generally subject to demonstrating a high benefit cost ratio.

The local share requirement and the cost of non-subsidised works, such as footpaths, are met by ratepayers. In addition to this funding Westland District receives \$509,000 (100% required funding) for the maintenance and renewal of the Haast Jackson Bay Special Purpose Road.

Asset component	Total
Roads	
Urban sealed	56km
Rural sealed	315km
Unsealed (99.75% rural)	302km
Footpaths (32% rural townships)	64km
Shoulders (grass and metal)	1178km
Crossings	466 units
Drainage facilities	
Kerb and channel	70km
Surface water channels	1218km
Drains	49km
Traffic facilities	
Traffic signs	4781 units
Railings	7.5km
Streetlights	647
Bridges	
Bridges including foot bridges	269 units

Significant negative effects from this activity

High volumes of traffic can affect residential amenity. The most common effects are noise, lighting and air quality. Dust from unsealed roads can cause nuisance to neighbouring properties. In addition to the effects on air quality, runoff from the discharges from motor vehicles to roads, (oil, rubber, brake dust), have the potential to diminish the water quality of adjacent streams.

These negative effects can possibly be mitigated by development of a seal extension programme. If Council had an appetite to instigate this as a possible solution then it would have to develop business cases to justify the individual projects to NZTA for subsidy or fund the work as 100% from rates.

The situation in 2015

In late 2014 NZTA confirmed the new funding assistance rate (FAR) for Council will increase by 1% from 58% across the board on all transportation activities subsidised by NZTA in 2015/16.

However from Year 2 (2016/17) it is going to cost this district more just to maintain the same levels of service for the transportation activity. This is because of reduction to the NZTA funding assistance rate (FAR) by 1% in 2016/17 back to 58% and this will be the final FAR through to 2023/24.

Council's preferred solution to the FAR adjustment is to continue to deliver the same level of service for local roads. This means that the local share (amount required from rates) will initially decrease in Year 1 and then can be expected to increase (against the previous financial year) from Year 2 onwards. Council considered decreasing the level of service across the transportation activity in order to offset the increase in local share required by the equivalent decrease in FAR however this would result in deteriorating carriageway surfaces and roading infrastructure with increased roughness in ride.

A proposed decrease of the Special Purpose Road (Haast Jackson Bay Road) FAR from 100% to the same as the local roads (58%) from 2018/19 will have a significant impact on the local share component required by Council or the level of service delivered for that particular road.

Overall, traffic volumes are deemed sustainable in Westland District, and pressure to expand the local roading infrastructure is relatively light. An increase in rural housing development in certain areas of the district has resulted in a small increase in demand for sealed roads. The current network capacity is generally considered adequate to cater for projected demand from industry and tourism, with some exceptions being dealt with under capital works programme for seal extension.

Regional Transport Committees are charged with preparing and consulting upon three year Regional Land Transport Programmes. These programmes deal primarily with Land Transport activities receiving financial assistance from the National Land Transport fund.

Council manages limited passenger transport services in Hokitika under the Regional Council Passenger Transport Plan. This service is provided to meet the needs of the transport disadvantaged and is highly valued by customers. This function was delegated by the Regional Council some years ago for reasons of efficiency (local services run locally).

Bridge renewals are a significant cost. Council's preferred solution is to continue to deliver the same level of service by replacing all bridges as required. An option considered was to decrease this level of service. Although Council has an obligation to ensure continued access, it could make a strategic decision to replace an existing structure with a ford if practical and if it suited the network classification for that particular section of road.

Council has supported the construction of a Haast – Hollyford Road, in principle. This support is subject to the final details, terms and conditions of the proposal.

Key issues

- Changes in central and regional government policy
- Increases in pricing of oil and aggregates
- Financial assistance from New Zealand Transport Agency (NZTA)
- Change in land use e.g. the conversions of land to dairy

Where we want to be in the future

We want to have roading infrastructure that meets the needs of the district, including any growth. The implications for transportation over the next three year period is that there will be a low rate of growth in demand, with the exception of the dairy industry which is expected to

continue to grow strongly. This means both more tankers on the road, larger over dimensional tankers/heavy loads on the road and tankers using roads they have not used previously.

Council aims for a reduction in road accidents where it can influence the causal factors related to road safety issues.

Council intends to develop a consultation programme to engage with the community about the levels of service for roading. It will progressively move towards managing all of its transportation responsibilities in a more holistic, integrated way. We will further develop predictive modelling techniques (DTIMS), bridge asset management and safety management systems to forecast optimal solutions in a cost-effective manner as well as developing models for the unsealed road network and other assets such as footpaths and car parks.

We intend to develop a more integrated approach to road management in Westland. Within Westland District NZTA manages the 307km of state highways while Westland District Council is responsible for 673 km of local roads. There are likely to be real efficiencies to both authorities if one organisation is responsible for the management of all the roads in the area. Westland District Council is exploring an appropriate model that enables an integrated management of all the roads in the district with NZTA.

We want footpaths and cycleways that are linked, pleasant and safe to use.

We will work with Grey District to apply for funding to improve existing or develop cycleways which form part of a national cycleway. Council also supports the Regional Land Transport Committee in promoting walking and cycling opportunities on all state highway improvements.

Key capital projects:

<i>Asset</i>	<i>\$</i>	<i>Timeframe</i>	<i>Funded by</i>
Kumara – Seal Fourth street	140,000	2016 (Year 1)	100% Depreciation
Associated Improvements	2,570,000	2016/18 (Year 2 - 3)	100% Loan
District Renewals	2,131,000	per annum inflated	100% Depreciation

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

INFRASTRUCTURE

How we want to perform

It is mandatory under the Local Government Act that Council records its performance using these specific measures.

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
The transportation network is safe for all users in Westland District	Road safety: The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number	19	Less than the previous year	Less than the previous year
The surface condition of roads in Westland is of good quality	Road condition: The average quality of ride on a sealed local road network, measured by smooth travel exposure	96%	>90%	>90%
	Residents are satisfied with the standard and safety of Council's unsealed roads	New measure	50% of residents are satisfied with Council's unsealed roads	50% of residents are satisfied with Council's unsealed roads
The surface condition of roads in Westland is maintained to a high standard	Road maintenance: The percentage of the sealed local road network that is resurfaced	8%	>7%	>7%
Footpaths are maintained in good condition and are fit for purpose	Footpaths: The percentage of footpaths within the district that fall within the level of service or service standard that is set out in Council's transportation activity management plan	New measure	90%	90%
Response to service requests are dealt with promptly	Customer service requests: The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within two working days of submission.	New measure	100%	100%

The rationale for financing this activity

Public benefits	An effective, efficient transportation network provides a way to move people, goods and services around the district. Good local roads provide the link to other transportation links, like cycleways, wharves, ports, rail and airports and are vital for economic development.
Private benefits	100% benefit to road users with all people in the district using the roads at some stage. Significant benefits also accrue to industry and tourists, both from overseas and other parts of New Zealand, and in recognition of this subsidies from the New Zealand Land Transport Agency will be employed where possible.

FINANCIAL FORECAST

	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
	Revenue									
Rates	1,888,189	2,114,077	2,602,230	3,042,938	3,097,122	3,148,157	3,225,590	3,295,737	3,360,943	3,469,089
NZTA subsidy	3,017,625	3,903,876	4,113,630	2,939,392	3,012,877	3,094,224	3,180,863	3,276,289	3,377,854	3,489,323
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-
Petrol tax	120,000	121,680	124,357	127,342	130,525	134,049	137,803	141,937	146,337	151,166
Recoveries	-	-	-	-	-	-	-	-	-	-
Miscellaneous revenue	-	-	-	-	-	-	-	-	-	-
Total revenue	5,025,814	6,139,633	6,840,216	6,109,672	6,240,524	6,376,431	6,544,255	6,713,962	6,885,133	7,109,578
Expenditure										
Transportation	5,931,450	6,059,349	6,190,961	6,380,676	6,502,517	6,614,735	6,811,362	6,972,954	7,110,610	7,376,066
Total expenditure	5,931,450	6,059,349	6,190,961	6,380,676	6,502,517	6,614,735	6,811,362	6,972,954	7,110,610	7,376,066
Surplus/(deficit)	(905,637)	80,284	649,255	(271,005)	(261,993)	(238,304)	(267,107)	(258,992)	(225,477)	(266,489)
	Capital Expenditure									
Unsealed Road Metalling	270,000	281,892	297,101	304,263	311,999	320,594	329,762	339,789	350,676	362,136
Sealed Road Resurfacing	850,000	887,757	935,374	957,924	982,278	1,009,338	1,038,202	1,069,772	1,104,048	1,140,128
Maintenance - Drainage Renewals	150,000	156,663	164,883	168,858	173,151	177,921	183,009	188,574	194,616	200,976
Structures Component Replace	200,000	208,884	220,363	225,675	231,413	237,788	244,588	252,025	260,100	268,600
Traffic Services Renewals	120,000	125,229	132,218	135,405	138,848	142,673	146,753	151,215	156,060	161,160
Sealed Road Resurfacing	150,000	156,663	164,883	168,858	173,151	177,921	183,009	188,574	194,616	200,976
Drainage Renewal	25,000	26,364	27,999	28,674	29,403	30,213	31,077	32,022	33,048	34,128
Structures Component Replace	50,000	52,221	54,961	56,286	57,717	59,307	61,003	62,858	64,872	66,992
Traffic services renewals	10,000	10,647	11,407	11,682	11,979	12,309	12,661	13,046	13,464	13,904
Minor Improvements	179,000	187,083	197,030	201,780	206,910	212,610	218,690	225,340	232,560	240,160
Minor Improvements	27,000	28,392	30,073	30,798	31,581	32,451	33,379	34,394	35,496	36,656
Sealed Road Pavement Rehabilitation	100,000	304,200	103,700	106,200	108,900	111,900	115,100	118,600	122,400	126,400
Associated Improvements	-	1,014,000	1,555,500	-	-	-	-	-	-	-
Seal Fourth street Kumara	140,000	-	-	-	-	-	-	-	-	-
New footpaths	33,000	25,350	-	-	-	-	-	-	-	-
Footpath upgrades	15,000	47,658	46,665	37,170	38,115	39,165	40,285	41,510	42,840	44,240
Total capital expenditure	2,319,000	3,513,003	3,942,156	2,433,573	2,495,444	2,564,189	2,637,517	2,717,719	2,804,796	2,896,456

INFRASTRUCTURE

FUNDING IMPACT STATEMENT

	30 June 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Sources of Operating Funding											
General rates, UAGC, rates penalties	1,549,091	1,888,189	2,114,077	2,602,230	3,042,938	3,097,122	3,148,157	3,225,590	3,295,737	3,360,943	3,469,089
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Grants, subsidies and donations	1,769,673	1,533,465	1,655,554	1,590,650	1,381,905	1,415,793	1,453,144	1,492,852	1,536,948	1,582,784	1,635,591
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other	120,000	120,000	121,680	124,357	127,342	130,525	134,049	137,803	141,937	146,337	151,166
Total operating funding	3,438,764	3,541,654	3,891,311	4,317,237	4,552,185	4,643,440	4,735,350	4,856,245	4,974,622	5,090,063	5,255,846
Applications of Operating Funding											
Payments to staff and suppliers	2,505,670	2,489,000	2,523,846	2,579,371	2,641,276	2,707,307	2,780,405	2,858,256	2,944,004	3,035,268	3,135,432
Finance costs	-	-	-	45,630	113,346	107,565	101,783	96,002	90,221	84,439	78,658
Internal charges and overheads applied	-	465,029	491,333	472,086	480,864	493,174	505,862	513,857	527,443	542,411	557,811
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	2,505,670	2,954,029	3,015,179	3,097,087	3,235,486	3,308,046	3,388,050	3,468,115	3,561,667	3,662,118	3,771,901
Surplus/(deficit) of operating funding	933,094	587,625	876,132	1,220,150	1,316,699	1,335,394	1,347,301	1,388,130	1,412,955	1,427,946	1,483,945
Sources of Capital Funding											
Grants, subsidies and donations	1,104,001	1,484,160	2,248,322	2,522,980	1,557,487	1,597,084	1,641,081	1,688,011	1,739,340	1,795,069	1,853,732
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	-	-	1,014,000	1,504,800	(128,475)	(128,475)	(128,475)	(128,475)	(128,475)	(128,475)	(128,475)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	1,104,001	1,484,160	3,262,322	4,027,780	1,429,012	1,468,609	1,512,606	1,559,536	1,610,865	1,666,594	1,725,257
Applications of Capital Funding											
Capital expenditure - meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - improve level of service	-	33,000	25,350	-	-	-	-	-	-	-	-
Capital expenditure - replace existing assets	1,984,554	2,286,000	3,487,653	3,942,156	2,433,573	2,495,444	2,564,189	2,637,517	2,717,719	2,804,796	2,896,456
Increase/(decrease) in reserves	52,541	(247,215)	625,451	1,305,774	312,138	308,559	295,718	310,149	306,101	289,744	312,746
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total application of capital funding	2,037,095	2,071,785	4,138,454	5,247,930	2,745,711	2,804,003	2,859,907	2,947,666	3,023,820	3,094,540	3,209,202
Surplus/(deficit) of capital funding	(933,094)	(587,625)	(876,132)	(1,220,150)	(1,316,699)	(1,335,394)	(1,347,301)	(1,388,130)	(1,412,955)	(1,427,946)	(1,483,945)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

WATER SUPPLY

What we do and why

Council manages the supply of clean, safe drinking water for consumers on Council supplies; to ensure the protection of public health and the environment and to provide for the economic wellbeing of the district.

The Assets

Number of treatment plants	6
Number of reservoirs	32 (including raw water reservoirs)
Number of pumping stations	11
Length of reticulation	167,688m
Number of properties connected	2535
Number of fire hydrants	341

Significant negative effects from this activity

- Lack of adequate water treatment may cause health problems in communities
- Standards imposed by Ministry of Health are expensive to meet and maintain
- Rates levied for water treatment upgrades may be too great for those small communities
- Impact on water sources of extraction for water supplies
- Mahinga kai (traditional food gathering sites) should be protected by ensuring that sufficient water remains at the source to sustain life

The situation in 2015

There are 9 water supplies throughout the district (6 treated and 3 untreated but potable). The majority of the reticulation is gravity fed from elevated reservoirs. There are 11 pump stations throughout the district that circulate water through the treatment plant and deliver it to the reservoirs.

The Ministry of Health oversees the water supplies with regular visits, and reporting from the Council. In this plan Council has provided for improvements to all schemes to meet the new drinking water standards. The Haast public water supply is already approved to be upgraded in 2015/16.

We manage the demand for water by metering commercial users in Hokitika, Franz Josef and Fox Glacier to ensure the larger users pay their share, and promoting conservation at times of

peak demand. The replacement of meters is a project in this plan. Council will however utilise the funds it was going to use on replacing meters in Franz Josef in order to instead address the water shortage issues that the township has experienced at peak demand times over previous years. This is recognised as being a priority for the town.

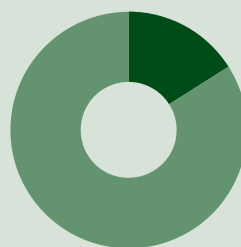
Council will be expanding the Blue Spur (Hokitika) water treatment plant to meet the future demand on supply which is driven by Westland Milk Products (WMP). This project was outlined in the previous long term plan as being over a three year span, however the expansion of WMP has meant the project needed to be brought forward. The project will be fully funded by Westland Milk Products and will be a targeted rate to this party.

There are asset renewal programmes in place to ensure that infrastructure continues to meet the existing levels of service. We intend to undertake a feasibility study about the future provision of Council supplied drinking water for Arahura.

Council's full resolution regarding the use of 1080:

That Council opposes the aerial sowing of 1080 in all identifiable water supply catchment areas. That catchment areas are considered by Council to be ridgeline to ridgeline, unless the applicant has identified a catchment area acceptable to Council. Council noted that it does not oppose ground laying and it recognises the urgent need for control of TB infected possums and would support application to central government for additional funding to cover more ground control work.

FINANCIAL INFORMATION



For 2015/16 this activity will make up 15.58% of the Council's yearly expenditure.

Operating expenditure:	\$984,041
Other expenditure:	\$2,204,993
Paid for from:	
General Rates	Nil
Targeted Rates	\$3,915,521
Other Revenue	\$1,200
Unfunded Depreciation	\$447,123

INFRASTRUCTURE

Location	Population served by water system	Age of water system (yrs)	Water supply	Peak daily demand m ³	Consented volumes Cubic metres per day
Kumara	309	38	No treatment	157	130
Arahura	85	11	No treatment	23	86
Hokitika (including Kaniere)	3887	44	Treated	7652	1210
Ross	297	65	Treated	179	734 (two takes)
Harihari	327	35	Treated	274	2160
Whataroa	145	10	Treated but not to DWNZ standard	225	1296
Franz Josef	341	44	Treated	761	200
Fox Glacier	306	32	Treated but not to DWNZ standard	431	150
Haast	80	31	No treatment (Work in Progress)	76	216

Key issues

- Ministry of Health requirements for water treatment including greater control and monitoring and the affordability of meeting these requirements
- The increasing demand for water by Westland Milk Products at peak production times and managing that demand in partnership
- The growth of tourism primarily in Franz Josef and Fox Glacier where there will be both increasing and peak demand times.
- Water pressure and flow is below standards at fire hydrants on parts of the network, mostly in the outer reaches of the reticulation.

- Ageing infrastructure.

Where we want to be in the future

Over the lifetime of this plan, Council will ensure that all of its water supplies are treated and meet the Ministry of Health drinking water standards.

We need to have water supplies that can meet the demand for both the local and tourist populations in our district. The demand for water increases markedly at the peak tourist time for both Franz Josef and Fox Glacier Townships. The systems have to cater for approximately 10 times the resident populations and this has on occasion proved to be difficult for Council to achieve with the existing capacity in its supplies. Council will improve Business Continuation Plans and emergency management capabilities and try to minimize disruption to supply at all water treatment plants, and all pumped supplies.

Key capital projects:

Asset	\$	Timeframe	Funded by
Kumara Water Treatment Plant	438,000	2016/17 (Year2)	100% Loan
Hokitika Water Treatment Plant	452,000	2017/18 (Year 3)	100% Loan
Replacement of Brickfield Reservoir	577,000	2019/20 (Year 5)	100% Depreciation
Whataroa Water Treatment Plant	229,000	2016/17 (Year 2)	100% Depreciation
Fox Water Treatment Plant	483,000	2017/18 (Year 3)	100% Loan
Replacement of Mains	1,293,000	On-going	100% Depreciation
Replacement of pumps etc.	90,000	On-going	100% Depreciation
Pressure Issues North of Hokitika	156,000	2022/23 (Year 8)	100% Depreciation
Kaniere Fire Service Water Pressure	28,000	2018/19 (Year 3)	100% Reserves

How we want to perform

It is mandatory under the Local Government Act that Council records its performance using these specific measures.

Level of Service	Performance Measures	Current Performance 2013/14	Performance Target: Years 1 to 3 (2015 – 2018)	Performance Target: Years 4 to 10 (2019 – 2025)
Council supplied potable water is safe to drink	<p>Safety of drinking water:</p> <p>The extent to which Council's drinking water supply schemes comply with:</p> <ul style="list-style-type: none"> a) part 4 of the drinking-water standards (bacteria compliance criteria), and b) part 5 of the drinking-water standards (protozoal compliance criteria). 	<p>New measure</p> <p><i>Note: There are 9 drinking water supplies throughout the district. As at 1 July 2015 the following water supply schemes have been upgraded to meet parts (a) and (b) of the key performance measure: Hokitika, Ross, Harihari and Franz Josef. A budget for a feasibility study about Council's role in continuing to provide the Arahura scheme is included in Year 1. After that a decision will be made about Council's role in the future provision of the Arahura scheme.</i></p>	<p>Years 1-3</p> <p>These drinking water schemes will comply with parts (a) and (b) of the key performance measure:</p> <p>Hokitika, Ross, Harihari, Franz Josef, Haast</p> <p>Years 2-3</p> <p>These drinking water schemes will comply with parts (a) and (b) of the key performance measure:</p> <p>Kumara, Whataroa</p> <p>Year 3</p> <p>These drinking water schemes will comply with parts (a) and (b) of the key performance measure:</p> <p>Fox, The Arahura scheme if it is continued as a Council service</p>	<p>All Council drinking water supply schemes will comply with both parts (a) and (b) of the key performance measure.</p>
Requests for service are dealt with promptly	<p>Fault response times:</p> <p>Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times will be measured:</p>	(New measure) To be measured from reticulation failure record sheets		
	<ul style="list-style-type: none"> • attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (2 hours) 		100%	100%
	<ul style="list-style-type: none"> • resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (12 hours) 		100%	100%
	<ul style="list-style-type: none"> • attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (24 hours) 		100%	100%
	<ul style="list-style-type: none"> • resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (72 hours) 		100%	100%

INFRASTRUCTURE

Level of Service	Performance Measures	Current Performance 2013/14	Performance Target: Years 1 to 3 (2015 – 2018)	Performance Target: Years 4 to 10 (2019 – 2025)
Council supplied water is reliable	Maintenance of the reticulation network: The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this).	Not measured	Council does not intend to measure this as it will impose an unreasonable cost.	Council does not intend to measure this as it will impose an unreasonable cost.
	Demand management: The average consumption of drinking water per day per resident within the territorial authority district.	(New Measure)	The average water consumption per person per day is < 500l/day	The average water consumption per person per day is < 500l/day
Customers are generally satisfied with the Council supplied water	Customer satisfaction: The total number of complaints received by the local authority about any of the following: <ul style="list-style-type: none"> drinking water clarity drinking water taste drinking water odour drinking water pressure or flow continuity of supply, and the local authority's response to any of these issues Expressed per 1000 connections to the local authority's networked reticulation system.	(New measure)	Type and number of complaints received (25 per 1000 connections)	Type and number of complaints received (25 per 1000 connections)

The rationale for financing this activity

Public benefits	The community as a whole benefit from this activity. Water supplies which are treated contribute to making Westland a safe, healthy, well-served place to live, work and play.
Private benefits	Fees are charged to commercial water users and contributions are required from new development within the district to recognise the benefits the user will receive.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

Refer to the Summary Water and Sanitary Assessment at the end of the Infrastructure section.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

FINANCIAL FORECAST

	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
	Revenue									
Rates	3,915,521	4,180,790	4,345,858	4,343,397	4,427,603	3,579,560	3,494,486	3,588,966	3,665,642	3,747,637
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-
Recoveries	1,200	1,246	1,283	1,324	1,368	1,416	1,468	1,524	1,585	1,651
Fees and charges	-	-	-	-	-	-	-	-	-	-
Miscellaneous revenue	-	-	-	-	-	-	-	-	-	-
Total revenue	3,916,721	4,182,035	4,347,141	4,344,721	4,428,971	3,580,976	3,495,954	3,590,489	3,667,227	3,749,289
	Expenditure									
General	58,766	60,999	62,829	64,840	66,979	69,324	71,889	74,620	77,605	80,865
Hokitika	1,917,858	2,009,507	1,979,518	1,946,704	1,933,032	1,911,661	1,855,749	1,902,813	1,939,343	1,978,646
Arahura	61,317	41,579	56,053	56,182	57,820	59,489	60,415	62,478	64,595	66,868
Kumara	80,985	90,825	101,716	102,508	105,343	108,070	108,333	111,959	115,459	119,197
Kaniere	95,378	102,870	122,994	105,045	106,884	107,090	94,435	97,679	98,582	99,480
Ross	176,177	186,991	196,232	191,885	196,489	199,841	191,446	197,981	202,743	207,795
Harihari	177,830	177,420	183,910	182,145	238,460	190,712	186,349	192,677	197,942	203,549
Whataroa	104,648	110,372	111,412	111,931	114,898	117,683	117,391	121,136	124,687	128,444
Franz Josef	275,735	312,395	300,117	297,599	305,129	311,479	304,836	314,896	323,364	332,337
Fox Glacier	150,600	159,024	160,529	171,057	175,578	178,470	177,757	183,430	188,763	194,403
Haast	89,741	94,308	95,150	95,846	98,526	101,096	101,295	104,761	108,084	111,645
Total expenditure	3,189,034	3,346,289	3,370,460	3,325,742	3,399,139	3,354,916	3,269,894	3,364,429	3,441,167	3,523,229
Surplus/(deficit)	727,687	835,746	976,680	1,018,979	1,029,831	226,060	226,060	226,060	226,060	226,060
	Capital Expenditure									
Kumara - Water supply mains replacement	-	-	-	-	-	65,890	-	71,390	-	-
Kumara - Water treatment plant	-	437,640	-	-	-	-	-	-	-	-
Kumara - Water treatment plant - seismic valves	-	31,260	-	-	-	-	-	-	-	-
Hokitika - WTP improvements	-	-	451,920	-	-	-	-	-	-	-
Hokitika - WTP improvements	-	-	-	-	-	-	-	103,840	-	-
Hokitika - WTP improvements	-	-	-	-	-	-	-	-	-	1,003,940
Hokitika - WTP improvements	-	-	-	35,648	-	-	-	-	-	-
Hokitika - Mains upgrade programme	100,000	-	107,600	-	230,800	-	174,440	-	189,420	-
Hokitika - Pumps Replacement	-	52,100	-	-	-	-	-	-	-	-
Hokitika - Capex	-	-	-	89,120	-	-	-	-	-	-
Hokitika - Pressure valve upgrade	-	-	-	-	28,850	-	-	-	-	-
Hokitika - Water meter replacements	200,000	-	-	-	-	-	-	-	-	-
Hokitika - Increase pressure supply	-	-	-	-	-	-	-	155,760	-	-
Hokitika - Reservoir Replacement	-	-	-	-	577,000	-	-	-	-	-
Kaniere - Fire Service Water Pressure	-	-	-	27,850	-	-	-	-	-	-

INFRASTRUCTURE

Capital Expenditure										
Ross - Water treatment plant - seismic valves	-	-	32,280	-	-	-	-	-	-	-
Ross - Water supply mains replacement	80,000	-	-	-	-	-	129,800	-	-	-
Ross - Pumps Replacement	-	-	-	-	-	41,930	-	-	-	-
Hari Hari - Water treatment plant - seismic valves	-	-	-	-	-	-	38,940	-	-	-
Harihari - WTP improvements	-	-	-	25,388	-	-	-	-	-	-
Harihari - Water supply mains replacement	-	-	-	59,042	-	-	-	-	-	84,840
Harihari - Permanent generator	30,000	-	-	-	-	-	-	-	-	-
Whataroa - Water treatment plant	-	229,240	-	-	-	-	-	-	-	-
Whataroa - Pump upgrades	-	-	37,660	-	-	-	-	-	-	-
Whataroa - Seismic valves	-	20,840	-	-	-	-	-	-	-	-
Franz Josef - Seismic valves	-	-	-	-	-	-	-	47,355	-	-
Franz Josef - Water treatment plant	-	-	-	-	-	-	77,880	-	-	-
Franz Josef - Mains upgrade	-	-	-	-	-	-	110,330	-	-	-
Franz Josef - PRV upgrade	-	-	-	-	-	-	-	47,355	-	-
Franz Josef - Water meter replacements	100,000	-	-	-	-	-	-	-	-	-
Fox Glacier - Plant upgrade	-	-	484,200	-	-	-	-	-	-	-
Fox Glacier - Seismic valves	-	-	32,280	-	-	-	-	-	-	-
Fox Glacier - Mains upgrades	-	-	-	-	-	-	129,800	-	-	-
Fox Glacier - Water meter replacements	50,000	-	-	-	-	-	-	-	-	-
Haast - Replacement water treatment reservoir	-	-	-	356,480	-	-	-	-	-	-
Total capital expenditure	560,000	771,080	1,145,940	568,140	862,038	107,820	817,740	284,130	1,088,780	



FUNDING IMPACT STATEMENT

	30 June 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Sources of Operating Funding											
General rates, UAGC, rates penalties	-	58,766	60,999	62,829	64,840	66,979	69,324	71,889	74,620	77,605	80,865
Targeted rates	2,349,571	3,856,755	4,119,791	4,283,029	4,278,558	4,360,623	3,510,237	3,422,597	3,514,345	3,588,037	3,666,773
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other	-	1,200	1,246	1,283	1,324	1,368	1,416	1,468	1,524	1,585	1,651
Total operating funding	2,349,571	3,916,721	4,182,035	4,347,141	4,344,721	4,428,971	3,580,976	3,495,954	3,590,489	3,667,227	3,749,289
Applications of Operating Funding											
Payments to staff and suppliers	1,733,891	984,041	1,066,577	1,056,205	1,088,734	1,176,312	1,162,702	1,205,722	1,251,539	1,301,601	1,356,268
Finance costs	215,076	364,824	313,496	279,836	266,906	211,218	155,529	145,696	135,862	126,028	116,195
Internal charges and overheads applied	-	840,052	887,570	852,801	868,658	890,896	913,815	928,257	952,799	979,839	1,007,659
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	1,948,967	2,188,917	2,267,643	2,188,842	2,224,298	2,278,426	2,232,046	2,279,675	2,340,201	2,407,468	2,480,122
Surplus/(deficit) of operating funding	400,604	1,727,804	1,914,392	2,158,299	2,120,423	2,150,545	1,348,930	1,216,279	1,250,289	1,259,759	1,269,167
Sources of Capital Funding											
Grants, subsidies and donations	240,000	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	160,000	(1,144,810)	(738,670)	(262,090)	(1,245,060)	(1,245,060)	(226,060)	(226,060)	(226,060)	(226,060)	(226,060)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	400,000	(1,144,810)	(738,670)	(262,090)	(1,245,060)	(1,245,060)	(226,060)	(226,060)	(226,060)	(226,060)	(226,060)
Applications of Capital Funding											
Capital expenditure - meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - improve level of service	415,000	30,000	718,980	548,760	-	-	-	-	194,700	94,710	-
Capital expenditure - replace existing assets	50,000	530,000	52,100	597,180	568,140	862,038	107,820	174,440	623,040	189,420	1,088,780
Increase/(decrease) in reserves	335,604	22,994	404,642	750,269	307,223	43,447	1,015,050	815,779	206,489	749,569	(45,673)
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total application of capital funding	800,604	582,994	1,175,722	1,896,209	875,363	905,485	1,122,870	990,219	1,024,229	1,033,699	1,043,107
Surplus/(deficit) of capital funding	(400,604)	(1,727,804)	(1,914,392)	(2,158,299)	(2,120,423)	(2,150,545)	(1,348,930)	(1,216,279)	(1,250,289)	(1,259,759)	(1,269,167)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

INFRASTRUCTURE

WASTEWATER

What we do and why

Council provides wastewater services to the townships of the district to ensure the protection of public health and the environment and to provide for the economic wellbeing of the district.

Due to the number of tourists and industrial trucks that visit our district every year the provision of campervan and stock effluent disposal sites is also important in order to protect our valued natural environment.

The Assets

We provide access to reticulated wastewater systems in Hokitika, Franz Josef, Fox Glacier and Haast. These systems service just under 2,000 properties.

Number of properties connected	1,988
Length of reticulation	72,816 m
Number of pump stations	10
Number of manholes	686
Hokitika campervan and stock effluent disposal site	There are 2 public dump stations for campervan waste disposal in the district. The use of these has increased with the increase in independent tourists. The stations at Hokitika and Haast flow into the sewage treatment plants.
Haast campervan effluent disposal site	

Significant negative effects from this activity

- Discharge of treated wastewater to the environment
- Insufficient capacity during peak demand times
- Failure of components
- Natural disasters, such as flooding or earthquakes

The situation in 2015

There are 4 wastewater systems owned by Council in the district. Asset renewals have been programmed to ensure the infrastructure continues to meet the existing levels of service and comply with new regulations about impact on the environment.

There are 10 pump stations to assist with delivery to the wastewater treatment plants at Hokitika, Franz Josef and Haast.

Council is a member of the West Coast lifelines group. All members take an active role in increasing the resilience of their own networks and developing relationships and procedures for working together in an emergency.

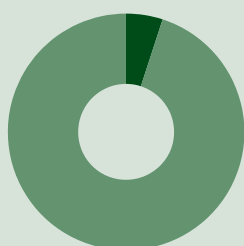
There are location issues to address for the wastewater plants at Hokitika and Franz Josef / Waiau (inundation and flood damage due to a river and/or the sea). Council intends to enhance treatment methods at Hokitika and to investigate either further protection or relocation of the asset in Franz Josef.

It will continue to work with the West Coast Regional Council to address the issues with the Franz Josef asset. A significant budget has been included in the plan to enable the Council to move forward once a solution has been identified. This is identified in the Council Plan as being loan funded, however more investigation is required about who the beneficiaries would be of any new system, and therefore who should pay.

The growth of tourism in Franz Josef / Waiau where there is both increasing and peak demand times has placed pressure on the current capacity of the wastewater system. This will also be addressed as a part of the future solution for this asset.

The Fox Glacier and Haast assets will be maintained and improved.

FINANCIAL INFORMATION



For 2015/16 this activity will make up 5% of the Council's yearly expenditure.

Operating expenditure:	\$397,094
Other expenditure:	\$638,566
Paid for from:	
General Rates	
Targeted Rates	\$900,914
Other Revenue	\$45,435
Unfunded Depreciation	\$89,311

<i>Location</i>	<i>Population served by system</i>	<i>Wastewater systems</i>	<i>Age of system</i>
Hokitika (including Kaniere)	3887	Oxidation pond treatment	40
Franz Josef	341	Oxidation pond treatment and floating media treatment	42
Fox Glacier	306	Oxidation pond treatment	39
Haast	80	Oxidation pond treatment	32

Key issues

- Council must integrate the solutions for addressing protection works or relocation of its wastewater plant with the future development opportunities in the town of Franz Josef / Waiau. A town revitalisation plan has already been produced. The District Plan now includes a Fault Rupture Avoidance Zone (FRAZ) which impacts on the future plans for some businesses in the town. Future development in the town will be provisional on effective linking of infrastructure management with town development planning. The need to address the Franz Josef / Waiau wastewater situation was hastened in early 2015 by Council's inability to comply with its resource consent. Council will be working with other agencies and the Franz Josef / Waiau community to identify a solution for the wastewater service. The change in weather patterns and increased seasonal tourist population also affects Council's ability to meet the high demand for treated water for the town.
- In some areas, during some seasons, there is a high overnight population, compared to the normal resident population. Census information shows that the usual population of Franz Josef / Waiau, Fox and Bruce Bay-Paringa tripled overnight while the usual population of Waiho, Karangarua and

Haast either doubled or nearly doubled overnight. This overnight increase benefits towns that take advantage of tourism opportunities but can also put a strain on local infrastructure.

- The management of wastewater is of particular interest to Poutini Ngāi Tahu.
- New environmental standards, particularly for discharges to freshwater, mean that Council is required to meet higher thresholds of compliance with its wastewater schemes.
- There has been growth in privately owned and rented campervans which is increasing demand for campervan effluent disposal sites.

Where we want to be in the future

We want to provide affordable wastewater schemes for those communities needing a community scheme.

Council will aim to deliver wastewater treatment plants that will consistently meet resource consent standards for discharge. We want to ensure there is minimal infiltration of stormwater into the wastewater systems.

An asset renewal programme will be implemented to protect existing infrastructure. Council will continue to undertake the investigation, consultation, design and construction of various identified wastewater schemes and the options to mitigate the threats that the environment present to them, and they present to the environment.

Key capital projects:

<i>Asset</i>	<i>\$</i>	<i>Timeframe</i>	<i>Funded by</i>
Treatment for Hokitika plant	852,000	2017/19 (Year 2 - 4)	100% Loan
Treatment for Fox Glacier plant	207,800	2017/18 (Year 2 - 3)	100% Loan
Haast WWTP improvements	196,000	2016/19 (Year 2 - 4)	100% Depreciation
District wide mains renewals	2,214,000	2017 - 25 (Years 2-10)	100% Depreciation

INFRASTRUCTURE

How we want to perform

It is mandatory under the Local Government Act that Council records its performance using these specific measures.

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
Council wastewater systems are managed without risk to public health	System and adequacy: The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system.	Measured by reticulation failure record sheets	Number: 10 per 1000	Number:10 per 1000
Council wastewater systems are safe and compliant	Discharge compliance: Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of: <ul style="list-style-type: none"> • abatement notices • infringement notices • enforcement orders, and • convictions, Received by the territorial authority in relation those resource consents.	New measure - Type and number of notices from WCRC	100%	100%
Customer are generally satisfied with the Council wastewater systems	Fault response times: Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured: <ul style="list-style-type: none"> • attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site, and (2 hours) • 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. (4 hours) 	New measure – Measured by reticulation failure record sheet	100%	100%

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
	<p>Customer satisfaction:</p> <p>The total number of complaints received by the territorial authority about any of the following:</p> <ul style="list-style-type: none"> • sewage odour • sewerage system faults • sewerage system blockages, and • the territorial authority's response to issues with its sewerage system, <p>Expressed per 1000 connections to the territorial authority's sewerage system.</p>	<p>New measure -</p> <p>Type and number of service requests received</p>	25 per 1000	25 per 1000

The rationale for financing this activity

Public benefits	The community as a whole benefit from this activity. The provision of reliable wastewater systems contributes to making Westland a safe, healthy well serviced place to live, work and play.
Private benefits	Fees are charged to commercial wastewater system users and contributions are required from new development to connect to systems in order to recognise the benefits the user receives. Only those connected or able to connect pay a wastewater rate.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

Refer to the Summary Water and Sanitary Assessment at the end of the Infrastructure section.

INFRASTRUCTURE

FINANCIAL FORECAST

	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Revenue										
Rates	900,914	1,041,329	1,233,957	1,446,952	1,600,777	1,738,047	2,284,697	2,323,542	2,339,545	2,304,561
Fees and charges	45,435	46,571	47,782	49,120	50,544	52,111	53,778	55,607	57,553	59,625
Grants, subsidies and donations	-	1,025,000	1,051,650	1,081,096	-	-	-	-	-	-
Miscellaneous revenue	-	-	-	-	-	-	-	-	-	-
Total revenue	946,349	2,112,899	2,333,389	2,577,168	1,651,321	1,790,158	2,338,476	2,379,149	2,397,099	2,364,186
Expenditure										
General	27,057	29,983	111,311	207,528	262,794	313,093	350,539	347,839	336,679	318,905
Hokitika	594,513	671,592	635,129	638,922	656,071	667,439	941,640	957,445	969,816	959,530
Kaniere	31,107	32,638	34,354	33,953	34,855	35,060	63,810	64,359	64,449	62,023
Franz Josef	159,691	165,914	170,813	172,361	177,080	180,491	247,285	251,910	255,749	254,211
Fox Glacier	115,580	120,370	123,668	124,606	128,009	130,366	181,668	184,901	187,512	185,938
Haast	107,711	111,792	114,277	115,879	119,086	121,761	153,986	157,380	160,500	161,183
Total expenditure	1,035,660	1,132,289	1,189,551	1,293,250	1,377,895	1,448,210	1,938,928	1,963,833	1,974,705	1,941,792
Surplus/(deficit)	(89,311)	980,611	1,143,838	1,283,917	273,426	341,948	399,548	415,316	422,394	422,394
Capital Expenditure										
Hokitika - WWTP upgrade	-	-	526,500	325,200	-	-	-	-	-	-
Hokitika - Mains upgrade	-	153,750	-	162,600	-	-	178,500	-	-	198,450
Hokitika - Pump upgrade	40,000	-	-	-	-	-	-	-	-	-
Hokitika - Pump upgrade (Kaniere)	-	-	-	-	133,920	-	-	-	-	-
Franz Josef - Mains upgrade	-	-	-	-	-	-	136,850	-	-	-
Franz Josef - Pump upgrade	-	-	-	-	-	40,320	-	-	-	-
Franz Josef - WWTP upgrade	50,000	-	-	162,600	-	-	-	-	-	-
Franz Josef - New WWTP - Protection wall	-	2,562,500	2,632,500	2,168,000	1,116,000	1,152,000	-	-	-	-
Fox Glacier - Mains upgrade	-	-	-	-	120,528	-	-	141,565	-	79,380
Fox Glacier - WWTP upgrade	-	102,500	105,300	-	-	-	-	-	-	-
Haast - Mains upgrade	-	20,500	-	21,680	-	-	-	-	-	-
Haast - De-sludge oxidation ponds	-	153,750	-	-	-	-	-	-	-	-
Total capital expenditure	90,000	2,993,000	3,264,300	2,840,080	1,370,448	1,192,320	315,350	141,565	-	277,830

FUNDING IMPACT STATEMENT

	30 June 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Sources of Operating Funding											
General rates, UAGC, rates penalties	-	27,057	27,733	28,454	29,251	30,100	31,033	32,026	33,115	34,274	35,507
Targeted rates	745,864	873,857	1,013,595	1,205,503	1,417,701	1,570,678	1,707,014	2,252,671	2,290,428	2,305,272	2,269,053
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	45,500	45,435	46,571	47,782	49,120	50,544	52,111	53,778	55,607	57,553	59,625
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	791,364	946,349	1,087,899	1,281,739	1,496,071	1,651,321	1,790,158	2,338,476	2,379,149	2,397,099	2,364,186
Applications of Operating Funding											
Payments to staff and suppliers	551,677	397,094	458,271	417,604	429,297	441,746	455,441	470,015	485,995	503,005	521,113
Finance costs	-	-	2,250	82,856	178,277	232,695	282,061	318,513	314,724	302,405	283,398
Internal charges and overheads applied	-	192,012	202,873	194,926	198,550	203,633	208,872	212,173	217,783	223,963	230,322
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	551,677	589,106	663,394	695,386	806,124	878,075	946,373	1,000,701	1,018,502	1,029,374	1,034,833
Surplus/(deficit) of operating funding	239,687	357,243	424,505	586,353	689,947	773,247	843,785	1,337,775	1,360,647	1,367,725	1,329,353
Sources of Capital Funding											
Grants, subsidies and donations	-	-	1,025,000	1,051,650	1,081,096	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	600,000	50,000	1,791,250	2,120,462	1,209,283	1,097,022	810,052	(84,198)	(273,751)	(422,394)	(422,394)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	600,000	50,000	2,816,250	3,172,112	2,290,379	1,097,022	810,052	(84,198)	(273,751)	(422,394)	(422,394)
Applications of Capital Funding											
Capital expenditure - meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - improve level of service	-	50,000	2,818,750	3,264,300	2,655,800	1,116,000	1,152,000	-	-	-	-
Capital expenditure - replace existing assets	600,000	40,000	174,250	-	184,280	254,448	40,320	315,350	141,565	-	277,830
Increase/(decrease) in reserves	239,687	317,243	247,755	494,165	140,246	499,821	461,517	938,227	945,331	945,331	629,129
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total application of capital funding	839,687	407,243	3,240,755	3,758,465	2,980,326	1,870,269	1,653,837	1,253,577	1,086,896	945,331	906,959
Surplus/(deficit) of capital funding	(239,687)	(357,243)	(424,505)	(586,353)	(689,947)	(773,247)	(843,785)	(1,337,775)	(1,360,647)	(1,367,725)	(1,329,353)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

INFRASTRUCTURE

STORMWATER

What we do and why

Council provides reticulated stormwater to the township of Hokitika and roadside drainage to the remainder of the townships of the district to ensure protection of public health and safety, and the environment.

The Assets

The smaller stormwater schemes mainly comprise open channels as part of the street drainage system to collect road surface run off, these are maintained under the Transportation activity.

Number of properties connected	449
Length of Reticulation	55409m
Number of Pump Stations	6
Number of Manholes	265

Significant negative effects from this activity

On occasion there has been surface flooding in Hokitika. There is a risk that in unforeseen events such as power outages, flooding of habitable properties could occur if the pump stations do not operate.

The situation in 2015

The Council Plan includes proposals to renew ageing infrastructure and investigate capacity issues of some current infrastructure.

In Hokitika there are 14 basic stormwater systems that primarily drain water from the roads. Only Hokitika has reticulation for properties. The majority of the stormwater reticulation is gravity fed with a total of 6 pump stations in Hokitika. Stormwater is drained to the sea, waterways or land.

All of the stormwater systems are generally meeting service requirements however there may still continue to be surface flooding occurring in parts of Hokitika as a result of heavy rains.

Key issues

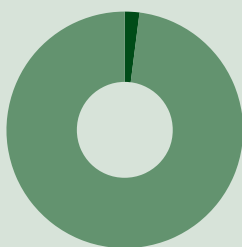
- Ageing infrastructure
- Unknown data for reticulation
- Increased ratepayer expectations especially in the urban fringe areas
- The management of stormwater is of particular interest to Poutini Ngāi Tahu

Where we want to be in the future

We will be investigating future options on data collection.

We want to ensure there is minimal adverse effects on the environment through the discharge of stormwater. We want to be in a situation where the stormwater systems will be able to respond to any increased rainfall levels over the next ten years.

FINANCIAL INFORMATION



For 2015/16 this activity will make up 2.3% of the Council's yearly expenditure.

Operating expenditure:	\$26,278
Other expenditure:	\$457,229
Paid for from:	
General Rates	\$31,606
Targeted Rates	\$402,402
Other Revenue	Nil
Unfunded Depreciation	\$49,498

Key capital projects:

<i>Asset</i>	<i>\$</i>	<i>Timeframe</i>	<i>Funded by</i>
Gibson Quay / Sewell St Pumps Upgrade	346,800	2018/19 (Year 4)	100% Loan
Ongoing Mains Upgrade	290,750	2016-24 (Year 2 – 9)	40% Loan 60% Depreciation
Bealey St & Tancred St Pump Upgrade	225,576	2017/18 & 19/20 (Years 3 & 5)	50% Loan 50% Depreciation
Jollie St Extension	241,900	2016/17 (Year 2)	100% Loan
Beach St Realignment	223,125	2023/24 (Year 9)	100% Loan
Weld Street Extension	135,330	2017/18 & 2023/24 (Years 3 & 9)	100% Depreciation

How we want to perform

It is mandatory under the Local Government Act that Council records its performance using these specific measures.

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
Council Stormwater systems have the capacity to resist major storms and flooding events.	System adequacy: c) The number of flooding events that occur in a territorial authority district. d) For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.)	New measure – Measured by Civil Defence records of an event or a declared emergency	(a) 2 (b) 10 per 1000	(a) 2 (b) 10 per 1000
Requests for service are dealt with promptly.	Response times: The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site. (1 hour)	(New measure) To be measured by service request	100%	100%
	Customer satisfaction: The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system.	(New measure) To be measured by service request	10 per 1000	10 per 1000

INFRASTRUCTURE

Level of Service	Performance Measures	Current Performance 2013/14	Performance Target: Years 1 to 3 (2015 – 2018)	Performance Target: Years 4 to 10 (2019 – 2025)
Council stormwater systems protect the natural environment.	<p>Discharge compliance:</p> <p>Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of:</p> <ul style="list-style-type: none"> • abatement notices • infringement notices • enforcement orders, and • convictions, <p>received by the territorial authority in relation to those resource consents.</p>	(New measure) To be measured by type and number of notices received from WCRC	100%	100%

The rationale for financing this activity

Public benefits	The community as a whole benefit from this activity. Stormwater disposal systems contribute to making Westland a safe, healthy place to live, work and play.
Private benefits	The Stormwater activity is included in the community rates where a pumped service is provided to specific communities.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

Refer to the Summary Water and Sanitary Assessment at the end of the Infrastructure section.

FINANCIAL FORECAST

	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Revenue										
Rates	434,008	480,533	534,238	565,460	629,056	600,031	599,297	607,261	621,757	639,109
Miscellaneous revenue	-	-	-	-	-	-	-	-	-	-
Total revenue	434,008	480,533	534,238	565,460	629,056	600,031	599,297	607,261	621,757	639,109
Expenditure										
Stormwater	483,507	503,576	517,078	528,240	591,836	562,811	562,077	570,041	584,537	601,889
Total expenditure	483,507	503,576	517,078	528,240	591,836	562,811	562,077	570,041	584,537	601,889
Surplus/(deficit)	(49,498)	(23,042)	17,160	37,220	37,220	37,220	37,220	37,220	37,220	37,220
Capital Expenditure										
Hokitika - Mobile generator	50,000	-	-	-	-	-	-	-	-	-
Hokitika - Mains upgrade	-	51,250	-	54,200	-	57,600	-	61,550	-	66,150
Hokitika - Pump upgrade (Bealey & Tancred)	-	-	109,512	-	116,064	-	-	-	-	-
Hokitika - Pump upgrade (Sewell)	-	-	-	346,880	-	-	-	-	-	-
Hokitika - Pipe open drain (Richards Drive)	-	-	-	-	-	-	-	-	-	-
Hokitika - Extension Weld St	-	-	-	-	61,380	-	-	-	73,950	-
Hokitika - Realignment Beach St	-	-	-	-	-	-	-	-	223,125	-
Hokitika - Extension Jollie St	-	241,900	-	-	-	-	-	-	-	-
Total capital expenditure	50,000	293,150	109,512	401,080	177,444	57,600	-	61,550	297,075	66,150

INFRASTRUCTURE

FUNDING IMPACT STATEMENT

	30 June 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Sources of Operating Funding											
General rates, UAGC, rates penalties	-	31,606	32,396	33,238	34,169	35,160	36,250	37,410	38,682	40,036	41,477
Targeted rates	427,880	402,402	448,137	500,999	531,291	593,896	563,781	561,887	568,579	581,722	597,632
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	427,880	434,008	480,533	534,238	565,460	629,056	600,031	599,297	607,261	621,757	639,109
Applications of Operating Funding											
Payments to staff and suppliers	202,100	109,647	110,138	99,981	99,054	122,133	91,574	97,273	103,361	109,732	106,367
Finance costs	-	-	2,250	15,329	19,485	35,859	34,184	32,509	30,834	29,159	37,525
Internal charges and overheads applied	-	126,368	135,766	143,615	150,156	169,875	171,648	172,145	174,162	176,555	189,106
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	202,100	236,015	248,154	258,925	268,695	327,867	297,406	301,928	308,357	315,446	332,997
Surplus/(deficit) of operating funding	225,780	197,993	232,379	275,313	296,765	301,189	302,625	297,369	298,904	306,311	306,112
Sources of Capital Funding											
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	-	50,000	290,650	92,352	363,860	(37,220)	(37,220)	(37,220)	(37,220)	185,905	(37,220)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	-	50,000	290,650	92,352	363,860	(37,220)	(37,220)	(37,220)	(37,220)	185,905	(37,220)
Applications of Capital Funding											
Capital expenditure - meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - improve level of service	-	50,000	241,900	-	-	61,380	-	-	-	297,075	-
Capital expenditure - replace existing assets	50,000	-	51,250	109,512	401,080	116,064	57,600	-	61,550	-	66,150
Increase/(decrease) in reserves	175,780	197,993	229,879	258,153	259,545	86,525	207,805	260,149	200,134	195,141	202,742
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total application of capital funding	225,780	247,993	523,029	367,665	660,625	263,969	265,405	260,149	261,684	492,216	268,892
Surplus/(deficit) of capital funding	(225,780)	(197,993)	(232,379)	(275,313)	(296,765)	(301,189)	(302,625)	(297,369)	(298,904)	(306,311)	(306,112)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

SOLID WASTE

What we do and why

Council is responsible for encouraging efficient and sustainable management of solid waste. We have a plan in place for the management of solid waste which integrates the reduction, reuse, recycling and recovery of waste, with treatment or disposal of the remaining waste.

We manage solid waste across Westland District, including waste and recycling collection in the northern and southern part of the district and the provision of transfer stations and disposal sites, serving all townships.

The Assets

Transfer Stations	Hokitika, Ross, Kumara, Harihari, Haast, Whataroa & Fox Glacier
	Franz Josef is serviced by private transfer station.
Landfills	2 Operating landfills at Butlers and Haast,
Closed landfills	Kumara, Franz Josef & Hokitika

The assets have been performing well and are primarily in good condition.

Significant negative effects from this activity

Potential for landfill to release damaging leachate and gases into the environment.

Potential damage to the environment through littering and the illegal dumping of waste.

The situation in 2015

Council has obligations under legislation like the Waste Minimisation Act 2008, Local Government Act 2002, Resource Management Act 1991, Hazardous Substances and New Organisms Act 1996. Obligations also exist from various resource and land use consents granted for our facilities (including landfills) by the West Coast Regional Council and Westland District Council.

We have decided to adopt a user-pays approach to this activity where the person who creates the waste pays for its disposal. This has been a cause for concern from the community who believe that the fees and charges are too high with the consequence being illegal dumping of waste.

Waste minimisation activities include education about and promotion of recycling, home composting and various other waste minimisation methods. Council takes a hard line on the illegal disposal of waste through the use of infringements.

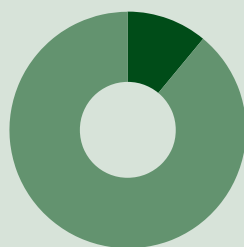
Solid waste and recyclables are collected from the kerbside in Kumara, Ross, Hokitika and Kanieri townships, and the main roads in between, on alternate weeks. Council provides transfer stations and landfills for the communities in Westland to dispose of their waste.

Waste minimisation through recycling and other methods has been steadily increasing for the past 10 years. The Waste Minimisation Act 2008 places additional responsibilities on the operators of waste disposal facilities to weigh or measure waste and collect a levy on every ton of material that goes to landfill. This levy is then passed on to the Ministry for the Environment and part of this comes back to Council to assist with waste minimisation initiatives and activities.

The Waste Management and Minimisation Plan 2012-2018 was reviewed and adopted in October 2014.

The management of solid waste is an issue that is important to the community. Council will continue to work with the Enviro Schools agency, and Poutini Ngāi Tahu are also interested in supporting Council waste minimisation initiatives.

FINANCIAL INFORMATION



For 2015/16 this activity will make up 11.4% of the Council's yearly expenditure.

Operating expenditure:	\$1,757,272
Other expenditure:	\$592,420
Paid for from:	
General Rates	\$994,964
Targeted Rates	\$717,492
Other Revenue	\$656,600
Unfunded Depreciation	\$128,105

INFRASTRUCTURE

Summary of the Solid Waste Plan

This business activity operates under a comprehensive Solid Waste Management Plan, prepared in accordance with the LGA. This plan has an emphasis on sustainability through minimising waste.

Council has an integrated waste management strategy which is based on the following hierarchy and listed in order of priority:

- Reduce the amount of material that enters the waste stream
- Reuse as much material as possible
- Recycle as much material as possible
- Recover as much material or energy as possible
- Residual management including disposal to landfill once the solid waste stream has been reduced in each of the above stages.

Council is committed to the goal of waste reduction to landfill by reduction of waste, re-use, recycling and recovery of materials before they reach the residual waste stream.

The Solid Waste Management Plan details the methods used by the Council to meet the goal, and actions that will be undertaken to meet the targets set. This plan has been reviewed and the community has been consulted about waste management issues; and the changes were adopted in October 2014.

The waste from transfer stations and kerbside collections around the district is deposited in the landfills at Butlers and Haast. The Waste Minimisation Act 2008 gives Councils the responsibility for promoting effective and efficient waste management and minimisation within their district.

Effective and efficient waste management and minimisation planning is underpinned by the central government's three core goals as stated in the NZ Waste Standards and which are reflected in the purpose of the Waste Minimisation Act:

- To lower waste's costs and risks to society
- To reduce environmental damage from generation and disposal of waste
- To increase economic benefit by using material resources more efficiently

Effective and efficient waste management and minimisation is achieved when less waste is going to the landfill, when resources are used wisely, when the economic cost of managing waste is reduced and when societal costs and risks are minimised.

Key issues

- Ability of the community to embrace waste minimisation.
- Setting charges at a level that encourages waste reduction but does not result in increased illegal disposal of waste to the environment
- Reduction in tonnages of waste because of the current disposal fees.
- Closed Landfill Capping Projects
- Legislation may change – e.g. waste levy.
- Increasing the level of communication and education to the community.
- Opening hours at transfer stations that suit the community.

Where we want to be in the future

Council wants to have a waste management system that minimises waste to landfill and is financially and environmentally sustainable. The aim is to divert reasonable and achievable quantities of waste from the landfill. This will involve not only reducing waste to the landfill but also increasing the amount of recycling carried out by households and businesses.

We want to have an educated community committed to waste minimisation, and Council is planning on being more active in waste education over the life of the Plan. Council would like to review the balance between funding this activity through user charges and the general rate, and will consult with the community on any proposals to change this funding policy. Closed landfills require monitoring and additional capping from time to time and this cost has to be funded. It is likely that environmental standards in this activity will only become more stringent over time, and Council must be ready to respond to changing legislation if it happens.

Council will continue to provide waste and recycling services at current levels of service at the existing sites.

Key capital projects:

<i>Asset</i>	<i>\$</i>	<i>Timeframe</i>	<i>Funded by</i>
Hokitika - Landfill improvements to capping	350,000	2015/16 (Year 1)	100% Loan
Hokitika - Improvements to transfer station access	52,650	2016/17 (Year 2)	100% Loan
Butlers - Intermediate capping	50,000	2015/16 (Year 1)	100% Loan
Butlers - Intermediate capping - new cell	223,000	2019/20 (Year 5)	100% Loan
Haast - Preparation for new cell	10,000	2015/16 (Year 1)	100% Loan
Haast - Intermediate capping	10,000	2015/16 (Year 1)	100% Loan

How we want to perform

It is mandatory under the Local Government Act that Council records its performance using these specific measures.

<i>Level of Service</i>	<i>Performance Measures</i>	<i>Current Performance 2013/14</i>	<i>Performance Target: Years 1 to 3 (2015 – 2018)</i>	<i>Performance Target: Years 4 to 10 (2019 – 2025)</i>
A reliable refuse and recycling collection service is provided	% of residents that receive the service are satisfied	100%	100%	100%
A reliable transfer station service	% of residents satisfied	95%	100%	100%
Solid waste is managed appropriately	All necessary consents for solid waste activities and capital projects are applied for, held and monitored accordingly	100%	100%	100%
Education about waste minimisation is provided to the community	Number of visits to schools and community groups	1 School per annum	3 schools, 3 groups per annum	3 schools, 3 groups per annum

The rationale for financing this activity

Public benefits	Public benefit by waste disposed of conveniently and correctly within the statutory requirements set by the New Zealand Government. The public also benefits from Council taking care of illegal waste disposal.
Private benefits	Rates and fees are charged to recognise the benefits the user receives.

Refer to the Financial Statements section (Comprehensive Funding Impact Statement) for more information.

Refer to the Financial Policies section (Revenue and Financing Policy) for more information about the different funding sources.

Refer to the Summary Water and Sanitary Assessment at the end of the Infrastructure section.

INFRASTRUCTURE

FINANCIAL FORECAST

	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Revenue										
Rates	1,712,456	1,785,505	1,767,054	1,949,883	1,883,363	1,942,908	1,980,109	2,025,190	2,074,051	2,127,588
Fees and charges	656,600	673,015	690,513	709,157	729,723	751,614	774,915	800,487	827,703	857,501
Miscellaneous revenue	-	-	-	-	-	-	-	-	-	-
Total revenue	2,369,056	2,458,520	2,457,568	2,659,041	2,613,086	2,694,523	2,755,023	2,825,677	2,901,755	2,985,089
Expenditure										
Refuse collection	717,492	735,429	754,550	774,923	797,396	821,318	846,779	874,723	904,463	937,024
Transfer station	1,632,200	1,686,692	1,665,242	1,832,853	1,769,844	1,811,415	1,824,715	1,868,175	1,914,511	1,965,285
Total expenditure	2,349,692	2,422,121	2,419,793	2,607,777	2,567,240	2,632,733	2,671,494	2,742,897	2,818,975	2,902,309
Surplus/(deficit)	19,365	36,399	37,775	51,264	45,847	61,790	83,530	82,780	82,780	82,780
Capital Expenditure										
Hokitika - Landfill improvements to capping	350,000	-	-	-	-	-	-	-	-	-
Hokitika - Improvements to TS access	-	-	52,650	-	-	-	-	-	-	-
Butlers - Site Shed	15,000	-	-	-	-	-	-	-	-	-
Butlers - Intermediate capping	50,000	-	-	-	-	-	-	-	-	-
Butlers - Intermediate capping - new cell	-	-	-	-	223,000	-	-	-	-	-
Haast - Preparation for new cell	10,000	-	-	-	-	-	-	-	-	-
Haast - Intermediate capping	10,000	-	-	-	-	-	-	-	-	-
Haast - Site Shed	5,000	-	-	-	-	-	-	-	-	-
Total capital expenditure	440,000	-	52,650	-	223,000	-	-	-	-	-



FUNDING IMPACT STATEMENT

	30 June 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Sources of Operating Funding											
General rates, UAGC, rates penalties	1,775	994,964	1,050,076	1,012,504	1,174,960	1,085,967	1,121,590	1,133,330	1,150,468	1,169,588	1,190,564
Targeted rates	1,490,465	717,492	735,429	754,550	774,923	797,396	821,318	846,779	874,723	904,463	937,024
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	703,350	656,600	673,015	690,513	709,157	729,723	751,614	774,915	800,487	827,703	857,501
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees and other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	2,195,590	2,369,056	2,458,520	2,457,568	2,659,041	2,613,086	2,694,523	2,755,023	2,825,677	2,901,755	2,985,089
Applications of Operating Funding											
Payments to staff and suppliers	1,990,476	1,757,272	1,793,004	1,813,331	2,010,892	1,963,530	2,022,436	2,085,131	2,153,941	2,227,175	2,307,353
Finance costs	205,114	128,294	141,019	133,647	128,565	121,078	123,291	115,319	107,347	99,374	91,402
Internal charges and overheads applied	-	336,021	355,028	341,120	347,463	356,358	365,526	371,303	381,120	391,936	403,064
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	2,195,590	2,221,586	2,289,050	2,288,098	2,486,921	2,440,966	2,511,253	2,571,753	2,642,407	2,718,485	2,801,819
Surplus/(deficit) of operating funding	-	147,470	169,470	169,470	172,120	172,120	183,270	183,270	183,270	183,270	183,270
Sources of Capital Funding											
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	70,000	292,530	(169,470)	(116,820)	(172,120)	50,880	(183,270)	(183,270)	(183,270)	(183,270)	(183,270)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	70,000	292,530	(169,470)	(116,820)	(172,120)	50,880	(183,270)	(183,270)	(183,270)	(183,270)	(183,270)
Applications of Capital Funding											
Capital expenditure - meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - improve level of service	-	15,000	-	-	-	223,000	-	-	-	-	-
Capital expenditure - replace existing assets	70,000	425,000	-	52,650	-	-	-	-	-	-	-
Increase/(decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total application of capital funding	70,000	440,000	-	52,650	-	223,000	-	-	-	-	-
Surplus/(deficit) of capital funding	-	(147,470)	(169,470)	(169,470)	(172,120)	(172,120)	(183,270)	(183,270)	(183,270)	(183,270)	(183,270)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

INFRASTRUCTURE

**STATEMENT OF ANY VARIATION BETWEEN THIS PLAN
AND COUNCIL'S EXISTING "ASSESSMENT OF WATER AND
SANITARY SERVICES" AND ITS "WASTE MANAGEMENT PLAN"**

There are no significant variations between the proposals outlined in the long-term plan and the Council's:

(a) Assessment of Water and other Sanitary Services (as prepared under section 125 of the Local Government Act 2002)

(b) Waste Management Plans (as adopted under section 43 of the Waste Minimisation Act 2008).

You can obtain both of these documents from the Council offices.







The plan includes provision for changes to the Hokitika Museum, so that Council can successfully care for its growing collection and continue to share Westland's stories and heritage



KEY STRATEGIES



THE TWO KEY COUNCIL STRATEGIES

The basis of our long term planning follows two key strategies:

- Financial Strategy
- Infrastructure Strategy

These two strategies are set out in this section of the Council Plan.

The relationship between the Strategies

The relationship between our Infrastructure Strategy and Financial Strategy is that, by using an equitable combination of reserves, subsidies, borrowing and rates, we can ensure infrastructure renewal programmes are adequately and appropriately funded.

Our financial approach is to evenly generate renewal funds through depreciation. If the resultant fund intake exceeds the amount eventually required by the renewals programme (in the Infrastructure Strategy), then cash reserves will be accumulated. Our approach is that any accumulated cash reserves will then be used to fund the renewals in the Infrastructure Strategy that are planned for future years.

We will review our Financial Strategy every three years as part of introducing a new long term Council Plan. The Financial Strategy will always address all of the consecutive 10 financial years covered by the long-term plan.

The Infrastructure Strategy will also be reviewed every three years, at the same time as the Council introducing its new long term plan. The Infrastructure Strategy is different from the Financial Strategy in that it addresses a 30 year period. We include information for every year of each new long term plan, then for the subsequent years we show information in five year blocks.

The Gap Analysis

There is a difference, or “gap” between the capital expenditure projections in the Infrastructure Strategy and the budgets included in this Council Plan.

Council has developed a 30 year Infrastructure Strategy which details a renewals programme for its infrastructure assets. The programme is derived from the best available information concerning asset lives, conditions and performance. The Infrastructure Strategy identifies that, in the longer term, more assets will begin to deteriorate and renewals are expected to be higher from years 11 to 30.

For the next 10 years, the period of the Council Plan, the renewals programme (and corresponding budget) concentrates on those elements that are deemed essential during that time in order to maintain current levels of service. At the same time, Council will continue to refine its asset management information so that the renewals programme is kept up to date.

In the financial forecasts for the next 10 years, depreciation is charged on a straight line basis over the theoretical lives of the assets. Depreciation, as part of Council's operating costs, is recovered through rates and other revenue sources.

The revenue that relates to depreciation will generate reserve funds that will be used for renewals when they are programmed. This is known as intergenerational equity, where today's users pay for their share of the consumption of an asset.

Over the 10 years of the Council Plan depreciation funding will exceed renewals. This results in a build-up of reserves which will be available to fund higher levels of renewals required in subsequent years. In the longer term, depreciation will approximate to renewals in order to maintain levels of service.

Council is undertaking a programme to enhance its knowledge of asset condition and lives. It will use this information to update its asset management strategies and plans. As asset management information is developed, depreciation rates will be reviewed and adjusted accordingly.

FINANCIAL STRATEGY

This document is prepared in accordance with the requirements of section 101 (A) of the Local Government Act 2002.

PURPOSE

The purpose of the financial strategy is to:

- facilitate prudent financial management by providing a guide for Westland District Council to consider proposals for funding and expenditure against; and
- provide a context for consultation on the Council's proposals for funding and expenditure by making transparent the overall effects of those proposals on the local authority's services, rates, debt, and investments.

Westland District Council's financial strategy has been formulated with regards to Council's vision:

"Westland District Council will facilitate the development of communities within its district through delivery of sound infrastructure, policy and regulation"

We will achieve this by:

- Involving the Community and Stakeholders
- Delivering core services that meet Community expectations and demonstrate value and quality

- Proudly promoting, protecting and leveraging our historic, environmental, cultural and natural resources base to enhance lifestyle and opportunity for future generations"

The strategy provides a framework within which these objectives can be delivered through financially prudent and sustainable principals throughout the 10 year period of the Long Term Plan 2015-25.

SIGNIFICANT FACTORS

This financial strategy is influenced by key assumptions about the factors that are expected to have a significant impact on Council's ability to achieve its vision.

Population Changes

Council has adopted the Statistics NZ medium growth rate. As at October 2012 the figures estimated a virtually static population in the Westland with 0.3% annual growth. A further release in February 2015 corroborated, showing an initial average annual growth rate of 0.44% slowing to 0.16% after 2018. This is supported by observations in Westland in recent years, when after a comparative influx of 101 new rateable assessments in 2012, the total grew by fewer than 20 new assessments in each of 2013 and 2014. This suggests there should be no significant capacity issues with Westland's infrastructure.

The forecast number of rating units each year is shown below:

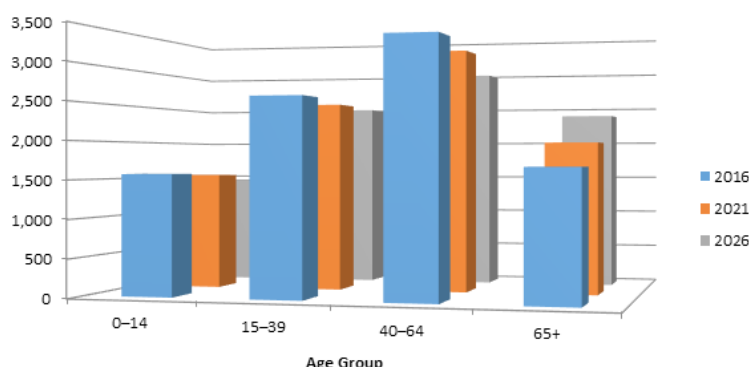
Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Rating units	6,637	6,651	6,666	6,681	6,695	6,710	6,716	6,721	6,727	6,733

However the forecast profile of Westland's population brings some inherent challenges:

- Operating and renewal costs will inevitably rise, and these costs will need to be affordable to a sparse and static population.

- Council services in Westland are subject to high seasonal tourist demand, which means that some service capacity must be built into our asset management and operational plans. This strategy interlocks with Council's infrastructure strategy.
- As illustrated left, Westland is predicted to experience an ageing population over the life of this Long Term Plan. It is forecast that the number of residents aged over 65 will increase by 42%, and that this age group will increase from 18% to 26% of the resident population. This will significantly impact not only the type and mode of services that Council provides, but also its affordability thresholds as it can be expected that rates will become a higher proportion of average household income.

Westland Age Demographic Forecast



Land Use

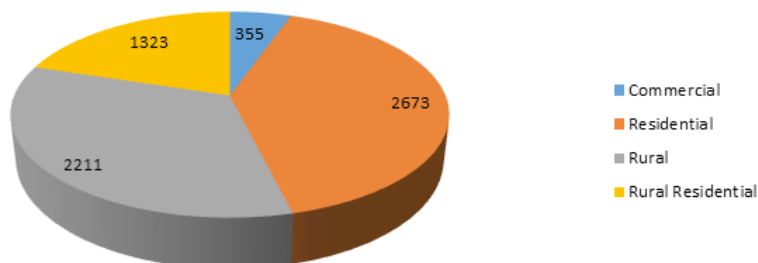
Council's rating base is represented by the property types illustrated at right.

The main enterprises in the district are tourism and dairy farming. The proportions are not expected to change significantly during the life of this plan.

Operating Costs

With the exception of the following material items, the cost of maintaining current levels of service is forecast only to move with inflation.

Westland Ratepayers



Item	Cost for the LTP
Rolling review of the District Plan: This is a statutory requirement and overdue; made up of numerous components	Additional \$50,000 per annum
West Coast Wilderness Trail maintenance	\$70,000 per annum
Condition assessments and data collection of community and infrastructure assets to facilitate reliable asset management plans	\$150,000 in 2015/16 \$128,125 in 2016/17
Service assurance & maintenance projects:	
• Transportation	\$300,000 per annum
• 3 waters	\$170,000 per annum (includes Hokitika upgrade)
	\$150,000 in 2015/16
• Asset management	\$125,000 in 2016/17
• Solid waste	\$170,000 per annum
• Others	\$65,000 per annum
• Parks and Reserves	-\$100,000 commencing 2015/16

Capital Expenditure

Although minimal population growth is anticipated in the district, substantial capital expenditure will be required on a renewals programme that will maintain the current levels of service. In Council's Infrastructure Strategy it is noted that a number of the district's assets are approaching or past their expected useful economic lives. Gap analysis identifies substantial gaps between the asset replacement programme recommended by the asset management system, based on the nominal lives of the assets, and the capital expenditure contained in the financial forecasts in the 10 years of this plan. There are two reasons for this:

- The asset lives contained in the asset management system are the nominal lives of the assets when they were installed. They do not represent the actual rate of deterioration in the assets, and thus the depreciation rates applied are theoretical, calculated by reference to installation dates. The available information gleaned from performance monitoring and physical inspection of

the assets has demonstrated that only certain components will be at risk of failure in the first 10 years. Therefore the financial forecasts contain only renewals that are deemed essential in the medium term, but depreciation continues to be charged on the whole asset. Currently depreciation charges are conservatively calculated based on the above theoretical asset lives and applied on a straight line basis. In the asset renewals programme proposed for the 10 years of this plan, the asset renewals income generated by recovering depreciation costs will exceed the cost of these renewals. The reserves generated by this will accumulate to \$13 million by the end of the ten year period. This position will be reviewed regularly, and if appropriate depreciation rates will be adjusted, to ensure that the levels of funding generated synchronise with the updated asset renewals programme.

- For most large assets the analysis into components is limited, and this can

have a material effect on depreciation rates. For example, in the case of water supply, a pump will have an expected life of 10 years, while pipework has an expected life of 80 to 100 years. The depreciation rates used are averages based on current information. As asset management data is refined these depreciation rates will be reviewed and adjusted accordingly.

The plan also contains operational projects to continue the development of asset management information and condition assessments so that over the course of the 30 year infrastructure strategy the renewals programme is accelerated and these gaps are observed to close.

There is a shortfall in depreciation reserves in 2015/16. In 2013, Council adopted a policy of restricting the proportion of depreciation cost that was recovered through rates, while other more urgent funding gaps were addressed. This policy unwinds over a five year period, with the final two years affecting the first two of this Long Term Plan. This shortfall is estimate at \$423,000 but is reversed in 2016/17. This means that, through a basket of funding mechanisms Council is able to fully fund its expected asset renewals throughout the life of this plan.

The significant item in the capital expenditure programme is the proposed replacement of the wastewater treatment pond at Franz Josef Glacier, at a cost of \$9.05 million at current prices. Of this total cost \$6 million is expected to be funded by debt; with the balance to be secured through grants or subsidies. The existing pond has insufficient capacity and consequently is subject to continued breaches of resource consents due to its impact on the environment. Westland District Council is working closely with the West Coast Regional Council as this project directly links to the potential requirement for flood control works alongside the Waiho River, as well as the implications for the fault avoidance zone in the township.

The expected capital expenditure on network infrastructure to maintain existing levels of service is illustrated below.

- The peaks in 2017 and 2018 are for the widening of Lake Kaniere Road and sealing of the final stretch of Hokitika Gorge Road. These items are included as part of the NZTA total roading capital programme which is viewed as maintaining levels of service.
- The peaks in Water Supply include replacement meters throughout the network at \$300,000 in 2015/16 and a replacement reservoir in Hokitika at \$577,000 in 2019/20. Council will be utilising the funds it was going to use on replacing meters in Franz Josef to instead address the water shortage issues that the township has experienced. This is explained on page 108.

Other Factors

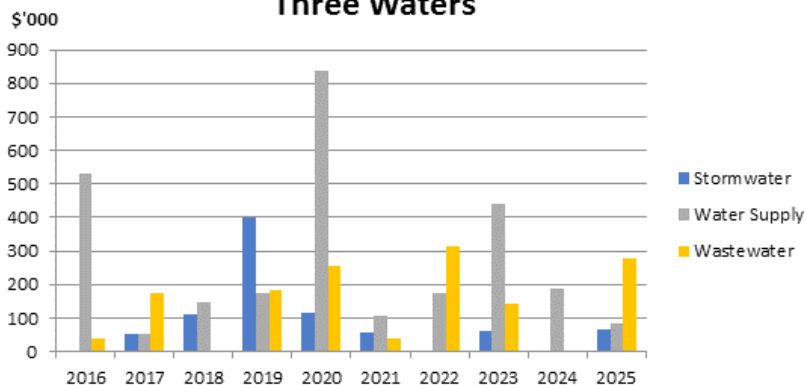
It is assessed that other factors affecting Council's ability to maintain existing levels of service and to meet additional demands for services will be regulatory, national policy and macroeconomic.

Activity plans have been formulated with consideration of known and anticipated regulatory developments in their respective areas, such as drinking water standards.

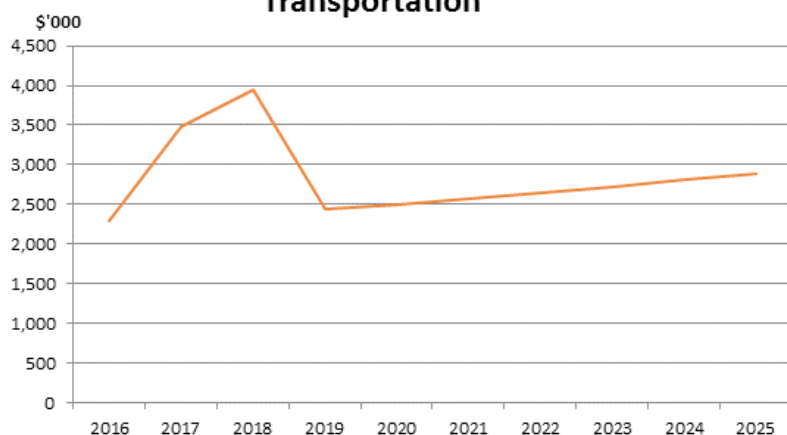
The policies of national governing bodies are a major determinant of the affordable levels of service that can be provided, for example the Funding Assistance Rate administered by NZTA.

Interest rates and inflation are factored into Council's financial forecasts. The former are derived from Treasury forecasts using Council's current cost of finance as a baseline and are used to ensure that Council's debt position and debt servicing capability remain within policy

Three Waters



Transportation



parameters. These are examined further below and in detail in the Liability Management Policy.

Council recognises that different types of expenditure have varying inflation factors. Asset management plans have been prepared at the

component level so that a discounted price index for each asset class can be derived. Similarly separate inflation rates have been calculated for specific types of expenditure within operational budgets. The rates used are in line with BERL guidance.

SOURCES OF FUNDING

Operating Revenue

The expected revenues by major source are shown in the table below:

<i>Year ended 30 June</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rates	13,874	14,822	15,826	16,618	17,017	16,492	17,016	17,379	17,799	18,013
Subsidies & grants	3,061	4,973	5,210	4,067	3,061	3,143	3,231	3,328	3,432	3,545
Fees & charges	2,000	2,059	2,103	2,179	2,245	2,302	2,373	2,460	2,534	2,624
Interest & Dividends	547	561	575	591	608	626	646	667	690	714
Others	612	653	638	624	666	659	675	723	719	744
TOTAL	20,094	23,067	24,352	24,079	23,596	23,223	23,942	24,557	25,174	25,640

Rates

While Council will seek to maximise all other income sources in preference to rates, this will remain by far the greatest proportion of income. Within its rating methodology Council seeks wherever possible to achieve an appropriate link between the types and amounts of rates and the delivery of benefit. This was rigorously examined in a rating review conducted in 2014 that culminated in the adoption of a new structure. The review continued through the Long Term Plan 2015-25 consultation, with the Revenue and Financing Policy and the resultant effects on Rates being the two primary consultation issues in Council's Consultation Document.

With such a change it is inevitable that there will be wide ranging adjustments to individual ratepayers in the first year. Indicative rates movements were first communicated during the rating review Special Consultative Procedure in November 2014 and following submissions to that process further developments were made. The results of these were then consulted during the LTP consultation throughout May and June 2015. In response to submissions to the LTP consultation, the fundamental principles of the new method were retained, but the ratios and factors applied to differentials were further examined within the adopted parameters.

The simplified method will facilitate far greater certainty when forecasting rates in the future.

The new method contains the following features:

Capital Value Based General Rate

The general rate is used to recover the cost of those services that benefit the entire district and cannot be attributed to specific groups or users. Council is transitioning from land value to capital value because it believes this naturally identifies the use of land, and hence its demand for services and resources, rather than just its location.

Uniform Annual General Charge

In setting a level for the Uniform Annual General Charge, Council recognises that a rating system with a high proportion of rates charged on a uniform basis can be regressive and compromises the benefits of employing a capital value based general rate. Council seeks to attain a balance in its rating system where everyone pays a reasonable share. Therefore the proportion of the general rate that is applied through the UAGC will be reviewed annually subject to the limits prescribed by the Local Government (Rating) Act 2002.

Community Rates

Eight community zones have been created with targeted rates attached for local amenities, projects and services. This gives each township community the opportunity to directly influence the levels of service provided in their area, and at what cost.

Differentials

Council has identified four sectors, based on land use, for which differentials are applied to both the General Rate and the Community Rates.

These are used to determine what proportions of each rate should be applied to each sector.

Targeted Rates

Where specific users can be readily identified, for example utilities and refuse collection, the costs of providing these services are recovered through targeted rates. This includes the rate associated with the debt repayment and demand driven increased running costs of the Hokitika Water Treatment Plant Upgrade.

The graph below illustrates the forecast rates by type:

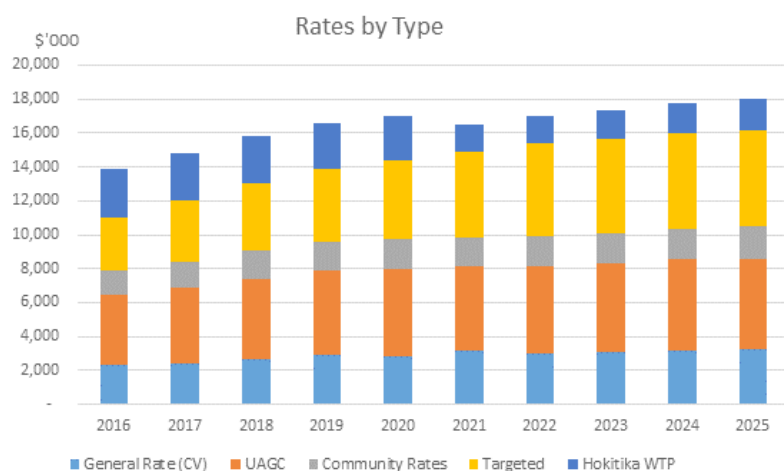


Figure 2: Rates by type

Subsidies & Grants

The largest single area of expenditure is on the transportation network. Council optimises the NTZA Funding Assistance Rate by satisfying the requirements for an approved roading programme. The district receives 59% funding on qualifying expenditure in 2015/16 and 58% thereafter. Certain community activities also qualify for grant funding.

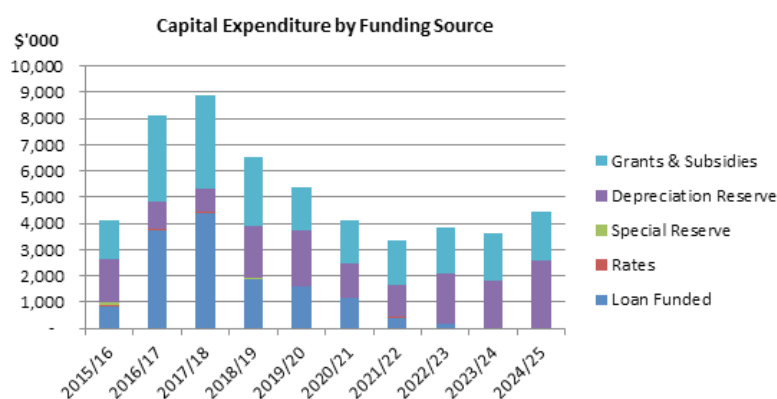


Figure 3: Capital expenditure by funding source

Fees & Charges

A 'user pays' philosophy is widely advocated. Where activities are sufficiently divisible to identify discrete user groups, some of the cost of provision is directly recovered through fees. Examples are solid waste management, licensing, consents and dog registration.

Solid waste management has two distinct components; being delivery to landfill and treatment on site. Where delivery is by kerbside collection a targeted rate is applied, with the total cost divided equally among the number of bins deployed. On site treatment is homogenous, but is allocated between the general rate and gate fees by estimating the ratio of volumes delivered through kerbside collection against the volumes delivered by users.

Interest & Dividends

Council receives dividends from its CCO Westland Holdings Ltd and interest from bonds and cash deposits. A review of the CCO structure was conducted during 2014/15 and the group remains unaltered.

Others

Additional income streams are explored and realised, including rental of office space, a share of regional petrol tax and retail income.

Capital Funding

When considering methods for funding capital renewals and upgrades Council considers the following factors:

- Period and area of benefit – this includes the concept of intergenerational equity, where today's users pay for their current consumption only.
- Availability and cost of funding sources – the infrastructure strategy guides when renewals are scheduled. Council's financial position is expected to improve year on year and so such factors as internal borrowing will become available in later years of the plan
- Scale and duration of projects – the installation of shelving in the library would have a very different funding profile to the renewal of the Franz Josef waste water plant.

The forecast capital expenditure by funding source is shown at left.

Grants & Subsidies

As with operating revenue for qualifying expenditure transportation renewals also attract the NZTA FAR. It has been assumed that this will be available throughout the life of the plan.

Council has determined that one third of the cost of the Franz Josef waste water plant will be sourced through subsidies.

Depreciation Reserves

Recovering depreciation costs as part of operating income generates cash surpluses that can be allocated to renewal funds for assets and loan repayments. This is most appropriate for long life assets where a fund can be steadily accumulated and intergenerational equity is created because each generation of users pays for their consumption.

Special Reserves

Council maintains certain restricted reserves and special funds. These can be used, in limited circumstances with Council approval and in compliance with any covenants to fund specified local community projects.

Rates

Short life assets with relatively low cost are funded by rates. This is because they are renewed regularly and so a longer term funding option would not be appropriate. Intergenerational equity is not a consideration with these.

Loans

Loan funding is most appropriate for long life assets where insufficient depreciation reserves are available. This option is therefore preferred in the case of new assets or substantial upgrades. Council policy is to repay such borrowings over 20 years, linking to intergenerational equity because repayments will be spread over the estimated period of consumption.

FINANCIAL MANAGEMENT

Council’s overriding financial philosophy for this Long Term Plan is one of stability and sustainability, as captured in its vision; ‘delivering core services that meet community expectations and demonstrate value and quality’.

In reviewing its levels of service and capital expenditure programme Council prescribed a financial framework to ensure that this mantra was reflected in the financial strategy.

Limits on Rates

During the financial years 2013/14 and 2014/15 Council consulted on and adopted a change to its methods for calculating rates. This ran in parallel to the formulation of this Long Term Plan and the two are connected by the Funding Needs Analysis that was performed at the beginning of the process and reviewed throughout. The outcome of this review is reflected in the Revenue and Financing Policy.

This approach provides affordable long term financing and a level of stability in budgeting and therefore rates.

Where possible internal borrowing arrangements will be utilised in preference to external debt at rates not exceeding Council’s cost of borrowing.

Council currently has a \$24.1 million borrowing facility with its banker, Westpac, with interest rate ceilings fixed by a portfolio of swaps. The facility is arranged in tranches, with maturity dates spread over a five year period; as depicted in the chart at below. As these mature new facilities will be arranged and it is assumed that they will be available on similar terms throughout the life of the plan.

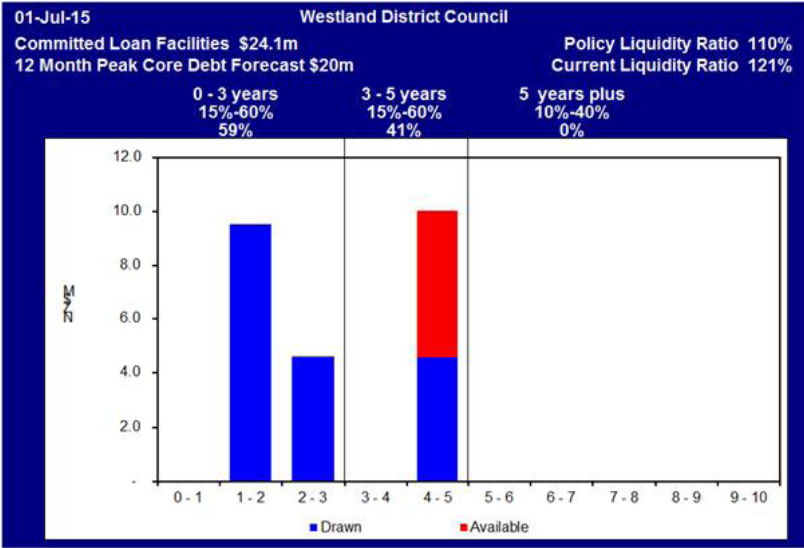


Figure 4: Council loan facilities

This analysis enables Council to quantify an overall limit on rates, expressed as a proportion of operating income. The overall limit is the aggregate of the limits for each activity, meaning the total varies slightly each year.

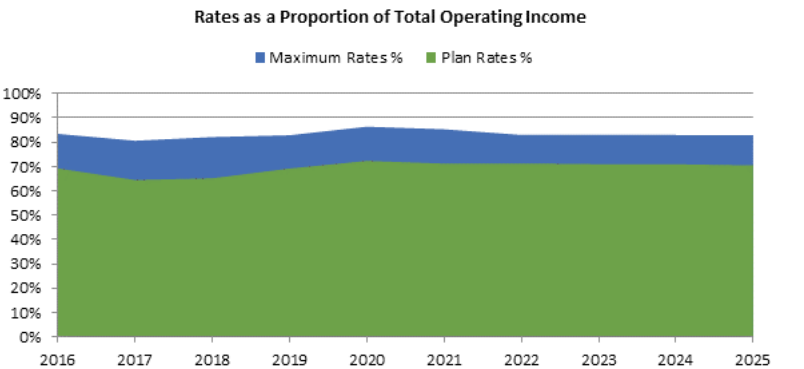


Figure 5: Rates as a proportion of total operating income

Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income	20,032	22,991	24,281	24,006	23,522	23,147	23,858	24,471	25,086	25,549
Maximum Rates	16,717	18,539	19,941	19,904	20,328	19,754	19,799	20,337	20,817	21,197
Plan Rates	13,874	14,822	15,826	16,618	17,017	16,492	17,016	17,379	17,799	18,013

Limits on Rates Increases

In 2013 Council recognised that its financial position was not sustainable and that with perennial deficits core services could not be maintained. Consequently it was necessary for rates to increase by 12.8% and 12.67% in 2013/14 and 2014/15 respectively. Council acknowledges that continued rates increases of this magnitude are equally unsustainable and has imposed a ceiling of 5% on annual rates increases for the life of this plan.

There is an exception in 2016. Although the overall rates increase in the financial forecasts is 24%, this is the first year in which the special targeted rate for the Hokitika Water Supply Upgrade is applied. This change affects only one ratepayer and accounts for 17% of the increase. After 2021 the associated loan is fully repaid and the rates requirement in respect of this reduces by a net \$1.1 million. For clarity the normalised rates increases, excluding this targeted rate, are also shown on the graph.

Rates increases are forecast to exceed the limit in 2016/17 and 2017/18. There are two main reasons for this:

1. Council has chosen to defer \$100,000 of scheduled debt repayment from 2015/16 to the following year, while it continues to correct its legacy funding shortfalls
2. Depreciation:
 - a) The final unwinding adjustment for the austerity depreciation funding policy takes place in 2016/17.
 - a) There is a substantial increase in depreciation costs in 2017/18 due to higher than average capital expenditure in 2016/17, particularly in water and transportation.

External Debt and Limits on Borrowing

Council directs that debt should only be used to finance new or upgraded assets. Each tranche of debt is to be repaid over a period of 20 years. Interest is paid in the year it is applied and not accumulated with the principal.

Council is not currently proposing to join the Local Government Funding Agency (LGFA) scheme. The Liability Management Policy has been written to facilitate compliance with the scheme, should Council wish to consult on participating at a later date. Presently Council employs a Multi Option Credit Line to provide a flexible borrowing facility and a swap portfolio to fix its short and medium term interest rates. This is forecast to continue and will be managed to adequately provide for Council's requirements through the life of this plan.

In setting a limit for debt, Council observes the Local Government (Financial Reporting and

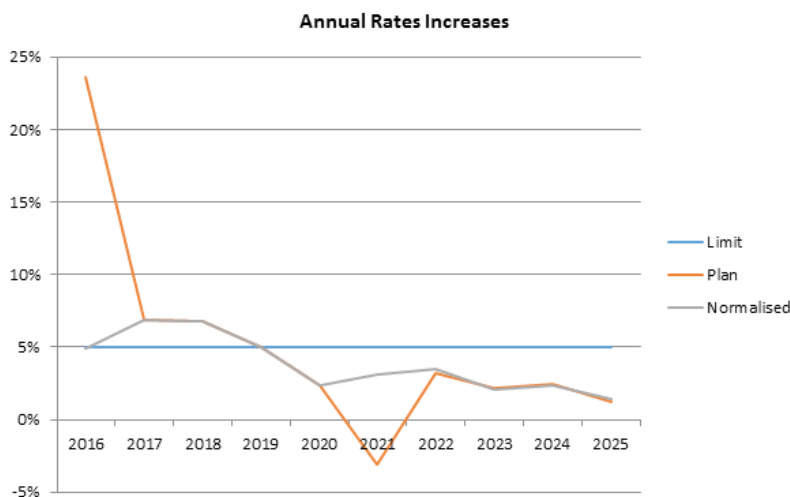


Figure 6: Annual rates increases

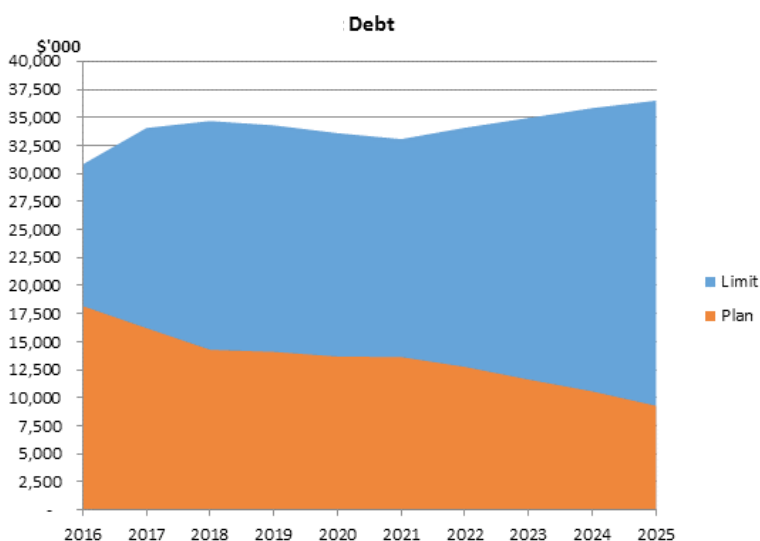



Figure 7: Debt



Prudence) Regulations 2014 benchmark which stipulates that, for a district without high growth projections finance costs must not exceed 10% of operating income.

The limits for borrowing are set at levels that ensure Council remains within this threshold, and net debt is forecast to remain within these limits throughout the life of the plan.

Security for Borrowing

Rates income provides security for local authority borrowing. Council's banker, Westpac, holds a deed of charge on Westland's rates.

Investments

Liquid Investments

Council holds a bonds portfolio with a market value of \$1,291,000 at the start of the plan. The primary reason for holding these investments is that Council maintains certain special funds and endowments (restricted reserves) on behalf of various community groups. The bonds are held to ensure that these funds are backed by liquid assets, and that they receive a return.

Notwithstanding, the portfolio currently provides a rate of return of 6.27%, which exceeds Council's average borrowing cost of 5.42% including lender margin. It is anticipated that as the higher coupon bonds mature the rate of return achievable will diminish to 4.5%, at which point it will no longer be beneficial to retain some of these investments and any surplus above covenants contained in endowments will be used to accelerate debt repayments.

Council's cash flows are not uniform. With monthly operating costs, quarterly rates income and irregular peaks arising from capital projects; it is necessary to retain a level of liquid funds. This level will be set in accordance with cash flow projections. Short term deposits of three, six and twelve months will be utilised to earn additional interest income while these funds are held.

Equity Investments

Council hold 100% of the shareholding in Westland Holdings Ltd, with a nominal value of \$8,695,000. The company in turn owns and controls the following Council Controlled Organisations:

- Westroads Ltd
- Hokitika Airport Ltd
- Westland District Property Ltd

An annual dividend receivable of \$497,000 has been included in Council's financial forecasts, representing a return on investment of 5.7%.

Council also holds a \$29,000 shareholding in Civic Assurance. This is a legacy investment and since the restructure of Civic and the advent of

the Local Authority Protection Plan, there are no provisions or income expectations in respect of this asset.

30-YEAR INFRASTRUCTURE STRATEGY

1. Westland District

1.1 Background

Westland District Council's Vision statement has been set as;

"Westland District Council will facilitate the development of communities within its district through delivery of sound infrastructure, policy and regulation"

We will achieve this by:

- Involving the Community and Stakeholders
- Delivering core services that meet Community expectations and demonstrate value and quality
- Proudly promoting, protecting and leveraging our historic, environmental, cultural and natural resources base to enhance lifestyle and opportunity for future generations

Westland District Council (WDC) is responsible for management of the transportation activity, management of three water services, parks & recreation and community buildings within Westland District. This 30 Year Strategy was prepared by Westland District Council in accordance with the Local Government Act 2002 Amendment Act 2014, integrated planning and reporting framework requirements.

2. This Infrastructure Strategy

This is Westland District Council's first Infrastructure Strategy. It has been prepared from Council's suite of Activity Management Plans and the Long Term Plan of which it forms part. Section 101B of the Local Government Act (LGA) 2002 and its amendments, requires each local authority to prepare and adopt an Infrastructure Strategy as part of its Long Term Plan. This strategy is required to cover a period of at least 30 consecutive financial years.

The issues discussed reflect the current legislative environment and the communities' priorities across the district.

The financial forecasts are estimates and the reliability of the forecasts decreases beyond 10 years and towards the thirty year planning horizon.

- The Strategy will provide a consistent basis to guide asset planning over the 10 year Long Term Plan period

Council is required to account for and plan for all existing assets under its control, and any new asset solutions in its Community Strategic Plan. Council is the custodian of approximately \$375 million of community assets, which enable us to provide services to our community. The Strategy is critical to a sustainable future and the achievement of the Council's Vision. Council has invested substantial resources into the maintenance of these assets over many years to service the needs and enhance the quality of life of the communities of Westland District.

This Strategy is part of the framework of strategic planning documents including Asset Management Plans, the Long Term Plan and the Financial Strategy. These documents are the key tools for managing Council's assets sustainably and allowing Council to achieve identified infrastructure objectives for the next 30 years. This Strategy, along with the other strategic documents, will help ensure that Council is a good steward of its assets.

This Strategy is a living document that helps to guide the activities and decision making of the organisation into the future. The initiatives and actions identified in the strategy will be reviewed every three years along with Council's Long-Term Plan (LTP) to ensure applicability in the changing environment and to incorporate community feedback.

- Anticipated major expenditures outside the Long Term Plan period are identified
- Most infrastructure assets have service lives of several decades
- Significant infrastructure issues and the actions to be taken to address the gaps in both the shorter and longer term

2.1 Strategy Layout

The Strategy document sections and corresponding LGA Amendment Bill sections are tabled below:

Figure 8: Strategy layout

Strategy Section		LGA 2002 as amended (Section 101B)
1	Identifies the Westland District and provides context	2 (a)
2	Identifies the Core infrastructure included in this strategy	2(a) and 6
	Discusses the significant infrastructure issues and the associated assumptions	2(a) & (b)
3	Illustrates the linkage between strategic documents	2 &
4	Documents the strategic statements that will guide decision-making for the next 30 years	2(b)
5	Identifies the response options for the significant issues and documents benefits, cost, timing and funding source	2(b); 3(a) to (e) & 4(a)
6	Identifies the costs associated with the actions proposed	4(a) to (c)

2.2 Core Infrastructure

The Local Government Act 2002 Amendment Bill Section 101B – Infrastructure Strategy states:

"1) A local authority must prepare and adopt, as part of its long term plan, an infrastructure strategy for a period of at least 30 consecutive financial years

And

6) In this section, infrastructure assets includes-

- existing or proposed assets to be used to provide services by or on behalf of the local authority in relation to the following groups of activities:

- water supply:
 - sewerage and the treatment and disposal of sewage:
 - stormwater drainage:
 - flood protection and control works:
 - the provision of roads and footpaths; and
- b. any other assets that the local authority, in its discretion, wishes to include in the strategy."

2.2.1 Core Infrastructure Assets

The core Westland District Infrastructure Assets are tabled below:

Figure 9: Westland District infrastructure assets

Asset	Description	Replacement Value	% of total
Water	Water extraction, treatment and distribution	\$ 38.5 M	10.39%
Sewerage	Wastewater collection, treatment and discharge	\$ 22.3 M	6.02%
Stormwater	Stormwater collection and discharge	\$ 19.6 M	5.29%
Roads and footpaths	Roads (arterial, collectors, local; curbs and gutters), bridges, footpaths	\$ 290 .0 M	78.29%
TOTAL		\$370.4 M	100%

2.2.2 Other Activities

Activities and assets not covered in this Strategy are Parks and Reserves, Cemeteries, Solid Waste and Community Buildings. Council's intention is that by the time the first review of

the Infrastructure Strategy is undertaken in 2017, the issues of both future direction in service provision and confidence in underlying data and information in these four Activities will have been addressed. It is likely that they will then become part of Council's Infrastructure Strategy.

2.2.3 Infrastructure Performance

Assets	Condition and Performance
Water	Good
Sewerage	Good
Stormwater	Average
Roads and Footpaths	Excellent

A large number of the district's infrastructure assets are now reaching, or indeed have already passed the end of their expected life. Maintaining these ageing assets becomes more difficult as their age increases. The district is now at a time when keeping the respective levels of maintenance cost versus renewal cost is at its hardest to balance.

2.2.4 Risks to Asset Performance

Identify the main risks that would affect the performance of the infrastructural assets

Adverse/catastrophic events

Flooding is the most frequently experienced natural hazard in the district, and the likelihood of a major flood occurring in any year is high. The other natural hazards occur less frequently, but have the potential to cause significant adverse effects and pose a risk to people and property. Unpredictable natural and other disasters could have an adverse effect on the infrastructural assets in that such events could significantly disrupt operations or the ability to provide required services. The incidence and severity of catastrophes are inherently unpredictable. Although the Council carries insurance to mitigate its exposure to certain catastrophic events, such events could have a substantial adverse effect on Council's financial condition or results of operations.

Under the Resource Management Act 1991 (RMA) local authorities are required to consider the effects of a changing climate on their communities. They are also required to incorporate climate change into existing frameworks, plans, projects and standard decision-making procedures. A climate change perspective is now integrated into activities such as flood management, water resources, planning, building regulations and transport. Council assets are also covered by insurance.

Funding

Adequate funding is needed to keep the asset performance at a targeted levels. External funding, as the major source of input, mainly through the government funding schemes for roads and footpaths, will remain at similar levels

to those currently received. Therefore Council expects that levels of service will be maintained by seeking further opportunities for value-for-money and improved efficiencies.

2.3 Emerging Issues

The task of building, operating and maintaining these infrastructure assets in an affordable manner is becoming increasingly difficult in view of:

- Demographic changes
- New technologies
- Continually changing legislative environment (central & regional government)
- Infrastructure resilience
- Ageing of infrastructure

2.3.1 Demographic Changes

The population of the district is relatively static, according to the latest census data. The current pastoral based economy will remain predominant in the district, with growth very dependent on economic conditions and tourism opportunities.

It is expected that Hokitika Township may show some further growth by way of development in the Kaniera area west of the existing residential area. Census data records both the population present on the night of the census and the population normally resident within the district. This gives a snap shot of the visitor numbers on the night of the census, but actual visitor numbers vary seasonally so the peak population is likely to be higher than the census night count. Figures below summarises data from Statistics New Zealand, including population projections.

Projected Population for Westland District

Year	Projection high	Projection medium	Projection low
2006	8620	8620	8620
2011	9090	8980	8870
2016	9470	9120	8770
2021	9820	9220	8610
2026	10150	9260	8390
2031	10400	9230	8080
2036	10550	9120	7680

Although more houses are being built as per the projections in Westland in the next 10 years, this may not translate into more people residing in the area. This could be due to such factors as fewer people per household on average, the building of holiday homes, or new buildings replacing demolished houses.

Fewer people per household are projected in Westland largely due to the general ageing of the population, more people are moving into older ages where they are most likely to live in couples without children/ families or one-person households. As a result Westland with a projected decrease in population may have a projected increase in households.

According to the medium series of the updated 2011-base subnational population projections (released February 2014), 13 of New Zealand's 16 regions and 44 of 73 territorial authority areas are projected to have more residents in 2036 than in 2006. However, population growth will slow over the projection period in all areas.

As a result, some areas with a projected decrease in population may have a projected increase in households.

2.3.2 New Technologies

Advances in technology can potentially impact on the demand for water related services. A few examples are:

- Improved tools for understanding the remaining capacity of the water and sewer system and / or the environmental effects, could impact on where development is allowed to occur.
- As household and industrial water saving devices (e.g. dual flush toilets or low-flow shower heads) become more common, their use will affect the volume of wastewater produced.

There is a trend towards increasing sophistication in the physical delivery and management of infrastructure. The technology involved can have a high-tech engineering focus, such as in

water purification or sewage treatment. It can also be e-focussed, such as through the use of GPS, remote monitoring or ultra-fast broadband. New technologies (at whatever scale) can offer increased levels of service and potential cost savings. Poorly considered and applied uses of technology can also be a cost to the Community.

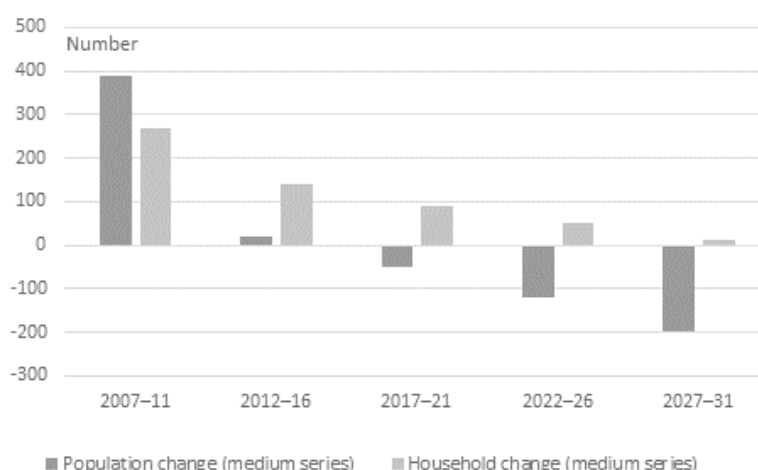


Figure 10: Projected population and household change – Westland District

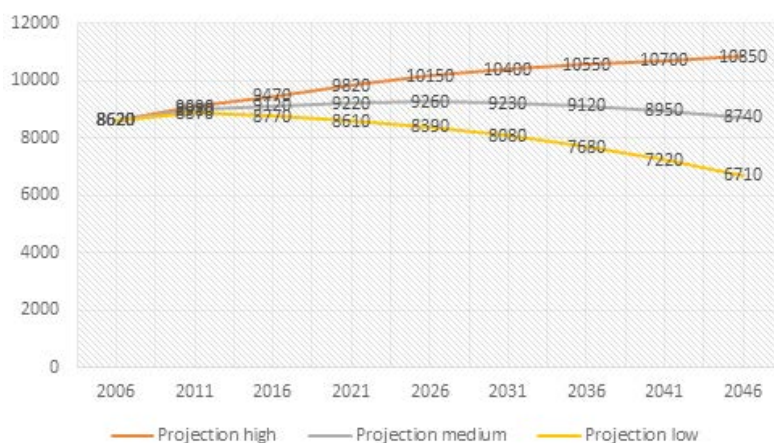


Figure 11: Projected population for Westland District

Despite the potential for technology to affect water and wastewater production, significant effects are usually only associated with the large-scale development of new housing areas. Within the Westland District, the actual effect of such new technology is unlikely to be significant.

2.3.3 Changing Government Priorities and Legislative Environment

The National Infrastructure Plan, March 2011, states that:

There are two key outcomes the government would like to drive through its infrastructure strategy:

- Better Use of Existing Infrastructure
- Better Allocation of New Investment

The central government's focus on growth and the economy as detailed in the Business Growth Agenda is a key influence on investment prioritisation. The 2008 New Zealand Transport Strategy changed or established new key targets associated with aspects of the network or its use; for example, increasing the use of walking and cycling and public transport, or the reduction of road trauma and greenhouse gases. These changes put a different focus on the need for improvements projects and the willingness and ability of NZTA to fund works that do not directly achieve targets. While legislative changes do not directly affect the demand for the transportation activity, they can alter the level of service requirements and / or the monitoring and reporting requirements. The following changes are anticipated to have a significant impact on the provision of WDC's transportation services:

- Local Government Act 2002: Inclusion of requirement of Long-term Plan requires special consultative procedures. This approach requires a greater level of consultation, reporting and planning.
- NZTA Procurement Procedures
- RLTP
- Government Policy Statement

Another central government focus is moving on from water quality as this has been addressed through the Health Act (Drinking Water) Amendment Act 2007 and the Drinking Water Standards for New Zealand and the focus is now changing to water quantity and the sensible, sustainable management thereof.

Environmental Compliance and progress is reflected through national policy statements and promulgated through regional and district plans.

2.3.4 Climate Change

Projections of climate change depend on future greenhouse gas emissions which are uncertain. Also, global climate models used to predict future climate vary in their sensitivity to these emissions. The combination of these factors means that projections of future climate are usually expressed as a range of likely values. This information is mostly from 'middle-of-the-range' climate change projections.

Coastal hazards: Coastal roads and infrastructure will face increased risk from coastal erosion and inundation, increased storminess and sea-level rise.

Flooding and landslides: More heavy rainfall will increase the risk of flooding, erosion and landslides, which is already high in many parts of the region. Many West Coast communities are located along narrow coastal and river strips beneath mountain ranges, leaving them exposed to increased risks of storms, flooding and landslides.

2.3.5 Infrastructure Resilience

Customers have a high expectation of continuing functionality and service delivery. Resilience is based on a design philosophy which acknowledges that failure will occur. Resilience requires early detection and recovery, but not necessarily through re-establishing the failed system.

We have to consider managing and mitigating the risks to, and the resilience of, our infrastructure assets from natural disasters.

2.3.6 Ageing infrastructure

Areas of the district have been built over decades, and today there is both underground and aboveground infrastructure which is well past its expected life. As ageing occurs reactive maintenance will increase. A key challenge for the district is the balance between reactive maintenance, programmed maintenance, and the inevitable rehabilitation or outright replacement of assets which have both physically and economically run past the point of repair.

There are risks of high running maintenance costs and loss of service through failure of aged assets. A significant portion of the proposed asset renewal programme is aimed at ensuring that these risks are mitigated by a continual replacement of assets that have reached an age where ongoing performance is lost.

Council has historically fallen short in the level of renewals required to keep networks in appropriate condition and performance levels. Within each Activity there is a concentration of renewals funding programmed, particularly

within the first 10 years, to address the need to catch-up on previously underfunded asset renewal.

Westland District must carefully manage its investment in infrastructure to ensure it gets value for every dollar and provide infrastructure in a lawful, functional and affordable manner.

2.4 Assumptions

Figure 12: Significant assumptions

<i>Significant Assumptions</i>	<i>Risk & Impact</i>	<i>Risk Level</i>
The population of the district will remain static or grow slightly during the period of the plan. The population statistics used have some from the NZ Census 2013 performed by Statistics New Zealand	Population growth is significant in a localised area, putting pressure on infrastructure. Population significantly declines resulting in under-utilisation of infrastructure	Low
Tourism growth continues to increase during the period of the plan (1.4% p.a.)	That projected tourism rates are significantly higher or lower than expected	Low
Economic growth as measured by the GDP of the Westland District will increase slightly	That growth is higher than expected	Low
Capital expenditure estimated costs are based on Council's best estimates and known planned expenditure	Capital expenditure varies from budget	Medium
Water treatment project planned for Kumara will proceed based on the planned subsidies	Planned subsidies of 85% from the Ministry of Health will not be received	Medium
Service levels remain unchanged except where stated as projects	There are significant changes in customer expectations regarding levels of service	Low
NZTA funding assistance rate for the land transport programme will remain at 58% for local roads for the life of the Special Purpose Road (Haast Jackson Bay Road) subsidy rate will decrease from 100% to 58% in 2018/19	NZTA financial assistance decreases in the subsidy rate for Special Purpose Road from 100% to 58% in 2018/19 would result in an increase in local share of approximately \$285,000 if existing level of service and budgets remained the same. Future risk is further decrease in the NZTA financial rate	Low
There will be no change to district boundaries	Amalgamation will be forced onto local councils	Low

3. Linkage With Other Documents

To develop a coherent infrastructure framework that helps to maintain a rich and diverse network of reserve spaces that protect the region's ecology and support the identity, health, cohesion and resilience of the district's communities. The core infrastructure Asset Management Plans demonstrate how the service delivered supports the achievement of the Council's Vision, and complies with legislative requirements. They also provides draft financial forecasts and activity information which feeds into the Long Term Plan. These relationships are summarised in the following diagram:

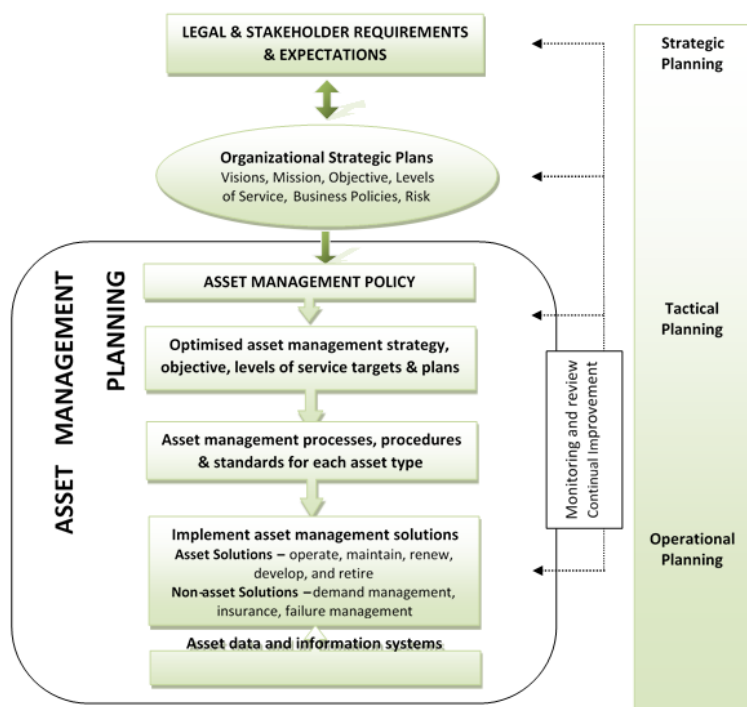


Figure 13: Infrastructure Strategy - Linkages with other documents

4. Thirty Year Strategy

In its role as a Local Authority, Westland District Council will comply with the relevant New Zealand legislation, while the following Strategic Statements will guide decision-making over

the next 30 years. These statements have been developed through Council workshops and adopted by Council.

Strategy #	Strategic Statements
1	Involving the Community and Stakeholders
2	Delivering core services that meet Community expectations and demonstrate value and quality
3	Proudly promoting, protecting and leveraging our historic, environmental, cultural and natural resources base to enhance lifestyle and opportunity for future generations

4.1 Applying the Strategic Statements to Infrastructure Planning

4.1.1 Involving the Community and Stakeholders

To support this strategic statement:

- All people feel valued and supported within a caring Community
- Strong relationships between people from different cultures, communities and organisations build a united Community.
- The place of Māori is recognised and respected. The Treaty of Waitangi is recognised and respected

- People from all sectors of the Community are able and encouraged to contribute to their communities
- Cooperation, collaboration and coordination between agencies, organisations and councils occur to avoid duplication of resources, minimise regulation and promote a consistent focus

4.1.2 Delivering core services that meet Community expectations and demonstrate value and quality

To support this strategic statement:

- Getting the funds required for upgrades of ageing or obsolete infrastructure, and for increased infrastructure to meet increased levels of service and growth.
- Identifying what infrastructure is important to the Community and to meet the Council's legislated obligations. Council's Levels of Service have been developed to help define and identify the key strategic priorities around our infrastructure.
- Apply Community considerations and expectations in decision making on infrastructure.
- Ensuring core services enable the Community and the environment to be healthy
- Ensuring core services enable our district to develop, grow and prosperous

4.1.3 Proudly promoting, protecting and leveraging our historic, environmental, cultural and natural resources base to enhance lifestyle and opportunity for future generations

To support this strategic statement:

- Resources are used sustainably, developed and protected.
- The district's land and soil, water, air and coast, its biodiversity and its natural features and landscapes are understood, valued, maintained and enhanced for future generations.
- Animal and plant pest and biosecurity risks in the region are appropriately managed.
- The district's heritage is identified, recognised and protected.
- Built environments and amenities are of a high standard and contribute significantly to the well-being of people and communities.
- People are valued and their contribution to the economic, cultural, environmental and social well-being of the region is recognised and supported.
- Sustainable development is encouraged.
- Kaitiakitanga (the protection and management of the environment) is understood and valued.

4.2 The Organisation's Priorities

At high level, Council's priorities are to:

- Ensure adequate infrastructural capacity to meet the demands of current and future generations whilst being affordable to the Community
- Increase the reliability and resilience of the existing and future infrastructure
- Ensure sustainable use of resources and protection of critical environmental values
- Manage the impacts of population change
- Meet drinking water standards
- Reflect inter-generational benefit in the funding of large projects

4.3 Life cycle Management

The objective of life cycle management of assets is to meet defined levels of service in a cost effective manner. A life cycle management plan is a statement of how we manage these assets for each stage of their life cycle and includes the funding implications of management decisions.

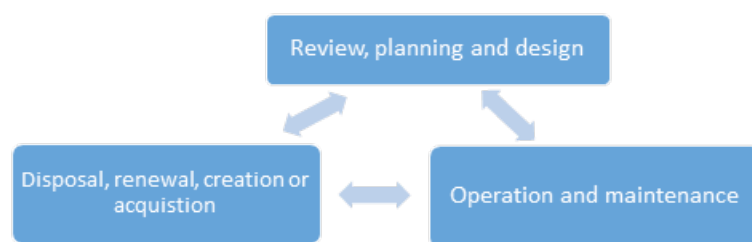


Figure 14: Stages of the asset management life cycle

Asset renewal

Renewal of existing assets occurs when the asset has reached the end of its useful life, and is funded by depreciation. A renewals strategy provides for the progressive replacement and refinement of existing assets. Asset renewal is often required to maintain the existing level of service, and the integrity and value of the network as a whole.

In some cases, it is not possible or desirable to renew an asset by replacing it like for like. This may be because the retired asset was no longer fit for purpose, or because demand drivers have resulted in an increased level of service. In such cases, the cost of asset renewal may be higher than the replacement value of the retired asset.

Council's "AssetFinda" Assets Management Program and RAMS (for roads) facilitates compilation of historical data for renewals, improvements, and maintenance to suit the desired levels of service for the asset. Programmed asset renewal projects are

generated from RAMS and AssetFinda data. The renewal projects calculate the optimum remaining technical life to assume the asset's

ability to meet the required levels of service as defined in this AMP and Long Term Plan.

4.4 Asset and Service Management Strategy

NO	Strategy	Desired Outcome
1	Move from Annual Budgeting to Long Term Financial Planning	The long term implications of Council services
2	Develop and review Asset Management Plans for all major assets	Identification of services needed by the Community and required funding to optimise 'whole of life' costs
3	Develop and review Long Term Financial Plans covering 10 & 30 years incorporating Asset Management Plan expenditure projections with sustainable funding position outcome	Sustainable funding model to provide Council services
4	Incorporate Year 1 of Long term Financial Plan revenue and expenditure projections into annual budgets	Long term planning drives budget deliberations
5	Review and update Asset Management Plans and Long Term Financial Plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Council and the Community are aware of changes to service levels and costs arising from budget decisions
6	Report Council's financial position at Fair Value in accordance with New Zealand Accounting Standards, financial sustainability and performance against strategic objectives in Annual Reports	Financial sustainability information is available for Council and the Community
7	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs	Improved decision making and greater value for money
8	Report on Council's resources and operational capability to deliver the services needed by the Community in the Annual Report	Service delivery is matched to available resources and operational capabilities
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for the asset management is defined
10	Implement an Improvement Plan to realise 'core' maturity for the financial and asset management competencies within 2 years	Improved financial and asset management capacity within Council
11	Run 'workshop' to Council by LTP Steering Group on development and implementation of Asset Management Strategy, AM Plans and Long Term Financial Plans	Oversight of resources allocation and performance

4.5 Cost Effective Delivery of Services

In terms of section 10 (Purpose of local government) there is a clear requirement to meet the current and future needs of communities for good-quality local infrastructure and local public services, in a way that is most cost-effective for households and businesses.

In this Act, good-quality, in relation to local infrastructure, local public services, and performance of regulatory functions, means infrastructure, services, and performance that are—

(a) efficient; and

(b) effective; and

(c) appropriate to present and anticipated future circumstances

To ensure the long-term financial sustainability of Council, it is essential to balance the Community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, Council aspires to:

Develop and maintain asset management governance, skills, processes, systems and data in order to provide the level of service the Community need at present and in the futures, in the most cost-effective and fit for purpose manner.

In line with the Council Vision, the objectives of the asset management strategy are to:

- ensure that the Council's infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to Council's financial sustainability,
- safeguard Council's assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets,
- adopt the Long Term Financial plan as the basis for all service and budget funding decisions,
- meet legislative requirements for all Council's operations,
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated.

4.6 Addressing Resilience

Both physical and system resilience are crucial. This means:

Design and construction standards (where cost effective) that ensure infrastructure is able to withstand natural hazards and long term changes in circumstances such as those resulting from climate change.

Organisations and networks of organisations with the ability to identify hazards must share information, assess vulnerabilities, and plan for and respond to emergencies.

Acknowledging the value of adaptability and redundancy in the network to improve business confidence.

Identifying and managing cross-sectorial dependencies, such as power supply for communications infrastructure. Engineering Lifelines groups have already undertaken work in this area (NIP 2011)

In order to improve resilience Council's approach will be to:

- Actively participate in CDEM planning and activities, at both regional and local levels
- Investigate options for alternative service provision and system redundancy
- Identify critical assets and ensure mitigation methods are developed
- Obtain insurance where this is deemed to be the most cost effective approach

4.7 Critical Assets

Critical Assets are defined in the Asset Management Plan as assets that are essential to providing critical services in times of emergency (albeit at a reduced level of service), or have an unacceptable consequence of failure.

Critical assets have been identified as:

- Raw water intakes
- Raw water mains
- Raw water pump stations
- Water Treatment Plants
- Water mains
- Potable water pump stations
- Reservoirs
- Wastewater pump stations
- Wastewater mains
- Stormwater pump stations
- Stormwater mains

Asset criticality relates to the consequence of an asset failing to perform its intended function. This is an essential measure for prioritising maintenance and renewal activities. To date, this has been completed using the judgement of experienced technical and operational staff. The intention is to embed this knowledge into a 1-5 criticality rating score against each equipment in the AM database. The 1-5 rating will be consistent with the consequence descriptions developed for the risk assessment procedure. Tables below show Council's guidelines for criticality assessment.

Criticality 1	Very Poor	Most Critical
Criticality 2	Poor	
Criticality 3	Average	
Criticality 4	Good	
Criticality 5	Excellent	Least Critical

	<i>Water Line</i>	<i>Wastewater Line</i>	<i>Stormwater Line</i>
5	Laterals	Laterals	Laterals
4	Ring/Rider Main		ø100 - 350
3	Main ø100+	ø150 mains	ø375 - 600/open drain
2	ø100 - 300	Feed / pumping mains	ø750 - 1050
1	Major Main ø300+	Mains directly to ponds	ø1200+

<i>Water Point</i>		<i>Wastewater Point</i>		<i>Stormwater Point</i>	
Back Flow Prev	3	Dummy Nodes	5	Blank Cap	5
Bank Cap	5	Flush Tanks	5	Dummy Node	5
Dummy Node	5	Manhole	3	Inlet	3
Fire Hydrant	3	Outlet	1	Manhole	3
Inlet	1	Oxidation Ponds	1	Outlet	1
Meter	4	Pumping Station	1-2	Pumping Station	2
Valve	3			Sump	3



4.8 Significant Decisions Required

Taking a long term view to the management of infrastructural Assets, Westland District Council needs to make key decisions in a timely manner. In addressing Community desires and priorities the following key decisions have been identified.

<i>Key Decision</i>		<i>\$</i>	<i>Timeframe</i>
Associated Improvements	Roads	2,570,000	2016/18 (Year 2 - 3)
Kumara – Seal Fourth street	Roads	140,000	2016 (Year 1)
District Renewals	Roads	2,131,000	Per annum inflated
Kumara Water Treatment Plant	Water	438,000	2016/17 (Year2)
Hokitika Water Treatment Plant	Water	452,000	2017/18 (Year 3)
Replacement of Brickfield Reservoir	Water	577,000	2019/20 (Year 5)
Whataroa Water Treatment Plant	Water	229,000	2016/17 (Year 2)
Fox Water Treatment Plant	Water	483,000	2017/18 (Year 3)
Replacement of Mains	Water		On-going
Replacement of pumps etc.	Water		On-going
Pressure Issues North of Hokitika	Water	156,000	2022/23 (Year 8)
Treatment for Hokitika plant	Wastewater	852,000	2017/19 (Year 2 - 4)
Treatment for Fox Glacier plant	Wastewater	207,800	2017/18 (Year 2 - 3)
Haast WWTP improvements	Wastewater	154,000	2016/17 (Year 2)
District wide mains renewals	Wastewater		On-going
Gibson Quay / Sewell St Pumps Upgrade	Stormwater	347,000	2018/19 (Year 4)
Ongoing Mains Upgrade	Stormwater	291,000	2016-24 (Year 2 - 9)
Bealey St & Tancred St Pump Upgrade	Stormwater	226,000	2017/18 & 19/20 (Years 3 & 5)
Jollie St Extension	Stormwater	242,000	2016/17 (Year 2)
Beach St Realignment	Stormwater	223,000	2023/24 (Year 9)
Weld Street Extension	Stormwater	135,000	2019/20 & 23/24 (Year 5 & 9)

5. Significant Infrastructure Issues

*The Local Government Act 2002
Amendment Bill Section 101B –
Infrastructure Strategy states:*

*(2) The purpose of the infrastructure
strategy is to—*

*“(a) identify significant infrastructure issues
for the local authority over the period
covered by the strategy; and*

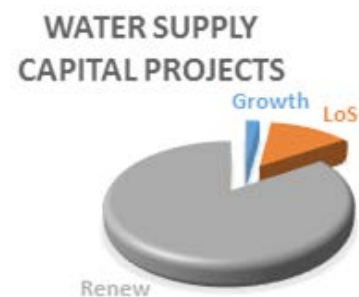
*“(b) identify the principal options for
managing those issues and the implications
of those options.*

In developing this 30 Year Strategy Council identified the anticipated significant infrastructure issues over the 30 years and considered each significant action and the benefits of the action. The significant infrastructure issues faced by Westland District Council with the benefits and costs are tabled below.

5.1 Water

Council’s principal goal for water over the next ten years is:

- To support and underpin the health, wellbeing and financial prosperity of the Community by providing a lawful, reliable, sustainable and cost effective supply of water to meet the needs of the consumer



Issue	What are we doing?	What is the benefit?	How much will it cost?	When are we doing it	Growth	LoS	Renew
Drinking Water supplies need to be improved to meet the current Drinking Water Standards	Water Treatment Plant Upgrades	Providing clean, potable water for consumers on supplies.	\$1.51M	2016/22		✓	
	Assumptions	Council commits funding to upgrade the treatment plants to meet DWSNZ rather than a lesser option.					
	Other option	Do nothing by not meeting the drinking water standards					
Renewals of WTP parts	Water Treatment Plant Parts Replacement	Ensure continuity of service in a reliable manner	\$4.81M	2017/45			✓
	Assumptions	Parts are replaced as per manufacturers’ recommendations and design life.					
	Other option	Detailed condition assessment study in ageing assets.					
Ageing Infrastructure	Mains Renewals	Ensure continuity of service in a reliable manner	\$6.97M (\$0.2M/yr)	2015/45			✓
	Assumptions	The mains renewals programme will be refined based on performance and condition					
	Other Option	Lower the level of services					

Water Issues:

- Cost of complying with the DWSNZ.

- Community expectations.
- Burden of cost for small communities

5.2 Wastewater

Council's principal goal for wastewater over the next ten years is:

- To ensure the health of the Community where urban housing exists, thereby eliminating the need for individuals to provide their own wastewater system (which carries much higher health risks)
- To provide a cost effective trade waste disposal system for commercial and some industrial users, thereby eliminating the need for individuals to provide their own wastewater system
- To provide acceptable collection, treatment and disposal systems for the use of communities



Issue	What are we doing?	What is the benefit?	How much will it cost?	When are we doing it	Growth	LoS	Renew
Ageing Infrastructure	Mains Renewals	Ensure continuity of service in a reliable manner	\$4.74M (\$0.18M/yr)	2015 / 45			✓
	Assumptions	The mains renewals programme will be refined based on performance and condition					
	Other Option	Detailed condition assessment study in ageing assets					
Future Capacity of Infrastructure	Network Modelling	To model any new significant developments joining the reticulation	\$0.81M	2022/25, 2032/35 2042/45	✓		
	Assumptions	The mains renewals programme will be refined based on performance and condition					
	Other Option	There is no other option in this issue, network modelling needs to be done					
Legal Compliance (Resource Consents)	WWTP Upgrades	Improve WWTP to meet compliance conditions	\$12.27M	2015/19		✓	
	Assumptions	One WWTP will be required to relocate due to environmental threat					
	Other option	There is no other option, WWTP upgrades needs to be carried out as a part of Resource Consents (Legal Compliance)					

Wastewater issues:

- Environmental threats on WWTP's
- Cost of meeting current RC compliance conditions
- Community expectations
- Burden of cost on small communities

5.3 Stormwater

Council's principal goal for stormwater over the next ten years is:

- To provide for the collection and disposal of stormwater to acceptable environmental standards



Issue	What are we doing?	What is the benefit?	How much will it cost?	When are we doing it	Growth	LoS	Renew
Ageing Infrastructure	Mains Renewals	Ensure continuity of service in a reliable manner	\$2.94M	2016/45			✓
	Assumptions	The mains renewals programme will be refined based on performance and condition					
	Other option	Detailed condition assessment study in ageing assets					
Areas serviced by Infrastructure	Mains Extensions	Extending areas serviced by infrastructure	\$0.5M	2015/25		✓	
	Assumptions	The projects are approved in the Annual Plan process					
	Other option	Do nothing, lower the customers' expectation					

Stormwater Issues:

- Incomplete infrastructure data
- Community expectations

5.4 Roads and Footpaths

Council's goal for the roads and footpaths activity is:

- To provide a safe, affordable, sustainable land transport system that fully meets the environmental, economic and social needs of the district.



Issue	What are we doing?	What is the benefit?	How much will it cost?	When are we doing it	Growth	LoS	Renew
Ageing Infrastructure	Bridge Renewals	Ensure continuity of service in a reliable manner	\$8.2M	2015/45			✓
Load Capacity		Increase capacity to allow for 50MAX					
	Assumptions	Council continues to deliver the same level of service and replaces bridges as required. Bridges not capable of allowing 50MAX loading are progressively upgraded as renewal work occurs.					
	Other option	On low volume access roads Council may decide not renew bridges and rather remove them and install low level fords.					
Ageing Infrastructure	Resurfacing	To keep roads safe and operating at an optimum level	\$1.0M /annum	2015/45			✓
	Assumptions	The resurfacing programme will be defined based on sound asset management practices including performance and condition Undertake further deterioration modelling to manage resurfacing intervention to extend the life of seals.					
	Other option	Strategic assessment of Council's roading network as part of the transition to a one network road classification could identify low volume access roads that council may allow to reverse back to gravel formation.					
Increased Capacity	Seal and Bridge Widening	To keep roads safe, operating at optimum level and allowance for traffic growth	\$10.5M /annum	2016/45	✓		
	Assumptions	That projects are successful in obtaining NZTA funding and that Council and ratepayers have a willingness to fund the necessary local share.					
	Other option	Council has no seal or bridge widening program.					

Issue	What are we doing?	What is the benefit?	How much will it cost?	When are we doing it	Growth	LoS	Renew
Hokitika Passenger Transport	Providing a subsidy to Hokitika Taxis	Provide access to the roading network for a section of our Community who do not have access to their own vehicle, due to illness, disability or not having a driving licence.	\$1.0M	2015/45		✓	
	Assumptions	That NZTA funding continues and that Council and ratepayers have a willingness to fund the necessary local share.					
	Other option	Cancelled if NZTA do not subsidise a taxi services.					
Road Safety	Promote road safety on the West Coast	Makes the roading network safer for all road users and West Coast communities	\$1.05M	2015/45		✓	
	Assumptions	NZTA continues to subsidise this activity. The other local authorities on the West Coast continue to subsidise this work and pay local share.					
	Other option	Council does not fund road safety in Westland District.					
Network Renewals	Routine maintenance and network renewals included in the annual land transport programme	To keep roads safe and operating at an optimum level	\$35.5M	2015/45			✓
	Assumptions	NZTA continue to subsidise the WDC Land Transport Programme without any significant change in Funding Assistance Rates. Council and ratepayers have a willingness to fund the necessary local share.					
	Other option	Transportation network levels are reduced..					

Roads and Foot Path Issues:


- Changes in central and regional government policy
- Increase in pricing of oil and aggregates
- Financial assistance from New Zealand Transport Agency (NZTA)
- Change in land use e.g. the conversions of land to dairy

5.5 Summary of Significant Infrastructure Issues

A large amount of the district's infrastructure was built in the 1970's and 1980's. With an average age of 50 years, many of these assets are now reaching, or indeed have already passed the end of their expected life. Maintaining these ageing assets becomes more difficult as their age increases.

The district is now at a time when keeping the respective levels of maintenance cost versus renewal cost is at its hardest to balance.

The key issue in regard to Council's infrastructure assets is not what needs to be provided, but



how to avoid losing what it has established over time at significant effort and cost. Some assets may not even need to be kept. In fact, the need to manage its infrastructure assets well is a foundation upon which rests the Council's ability to provide new facilities for the Community in the future.

5.6 Infrastructure Gap Analysis

Infrastructure gap analysis is used to determine where a potential funding gap could emerge between projected needs and current spending in Council's core infrastructure assets. The analysis presents in detail the methods for quantifying the gap for the purpose of providing transparency as to how the estimates were derived. The analysis confines itself to quantifying the funding shortfall for capital that will be needed to ensure that Council's core infrastructure assets will provide the agreed level of services.

The current infrastructure strategy, which includes the projected cashflow for next 30 years required for renewals for assets, is based on the install dates of the assets. The information is populated in the Asset Information database "AssetFinda". For the obvious reasons, this cashflow (while rationalised) is requiring peaks at certain intervals which is economically not sustainable. This situation is very much related to a small initial period installation of asset because most of the infrastructure was installed within a short span of time in the past with similar renewal timeframe.

Westland District Council has made a very cautious decision to include a sustainable renewal program over the first 10 years of the LTP. This has been done with a view that over the first three years, Council will further investigate the quality of these assets and analyse a further robust renewal program based on life, quality and operational needs. Staff are confident that there is high probability that the underground infrastructure is operating in far better condition against its theoretical life. This assumption is based on the historical fault information. However, this information is not well documented and not populated in the assets database. Funds have been allowed for these condition assessments in the first three years.

A decision has been made not to alter or change the strategy, so that the ratepayers and Council are fully informed of the gaps on the cashflow requirements which may exist or currently exist in the draft budgets. The rationalisation of renewal programs and the smoothing of the peak renewal requirements is a continual improvement process. This work is currently underway and is a top priority for Council.

6. Financial Estimates

The Local Government Act 2002 Amendment Bill Section 101B – Infrastructure Strategy states:

(4) The infrastructure strategy must outline the most likely scenario for the management of the local authority's infrastructure assets over the period of the strategy and, in that context, must—

“(a) show indicative estimates of the projected capital and operating expenditure associated with the management of those assets—

“(i) in each of the first 10 years covered by the strategy; and

“(ii) in each subsequent period of 5 years covered by the strategy

6.1 Total Expenditure

The projected capital expenditure associated with the significant infrastructure assets are graphically represented below:

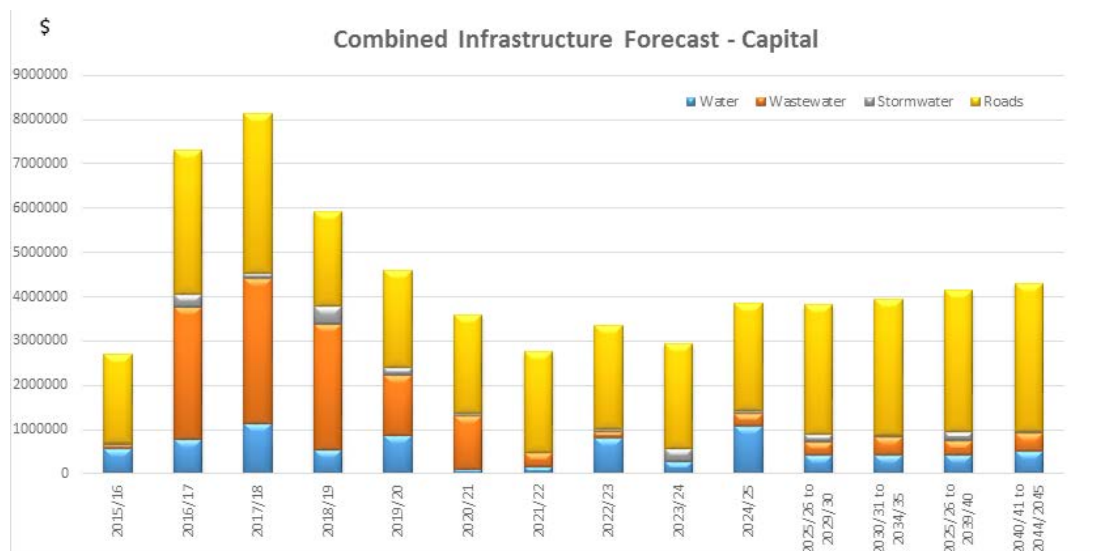


Figure 15: Projected capital expenditure-Infrastructure Assets

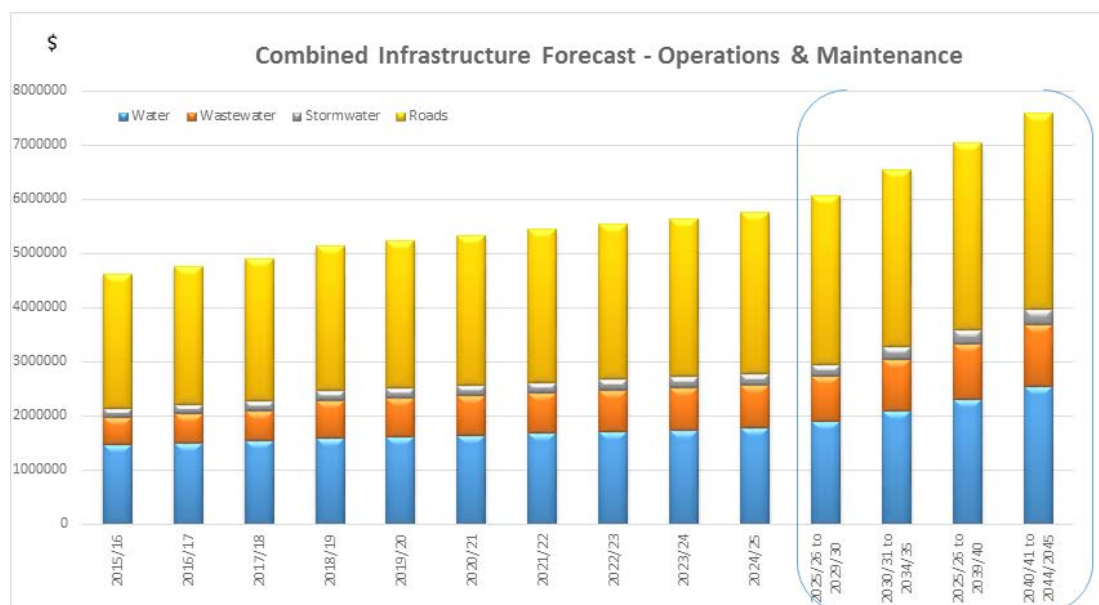


Figure 16: Projected operational expenditure – Infrastructure Assets

6.2 Water

The projected capital expenditure associated with the water infrastructure assets are graphically represented below:

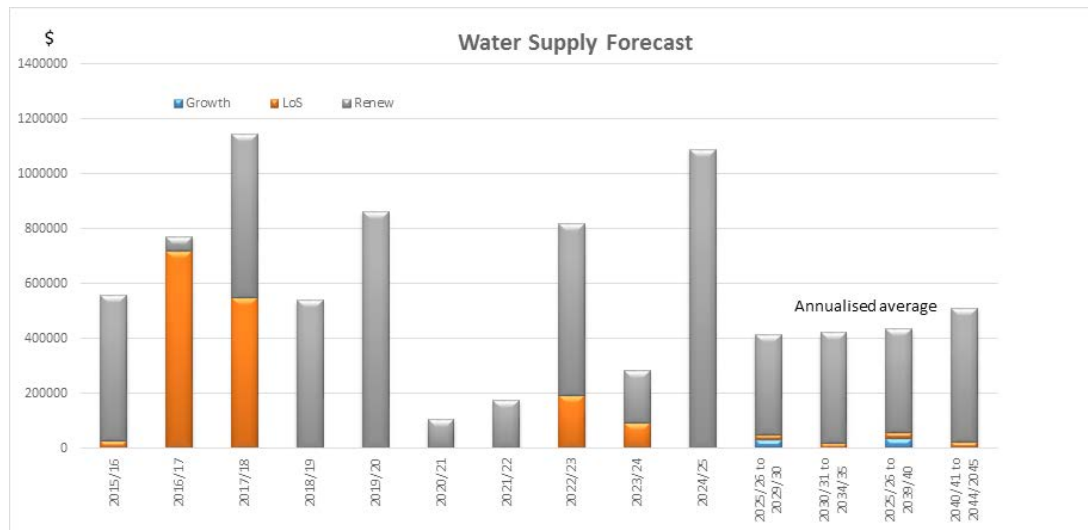


Figure 17: Projected capital expenditure – Water

6.3 Sewerage

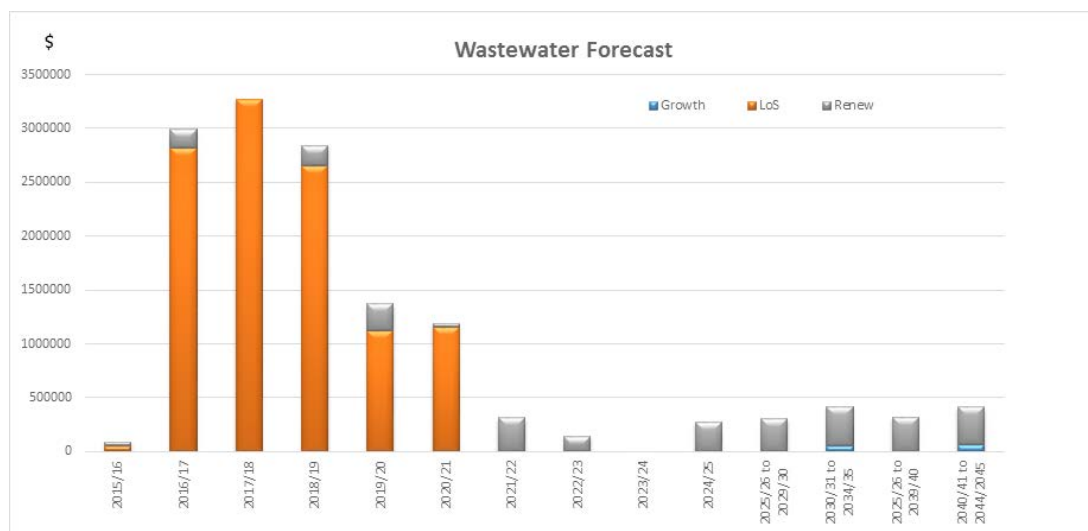


Figure 18: Projected capital expenditure - Sewerage

6.4 Stormwater

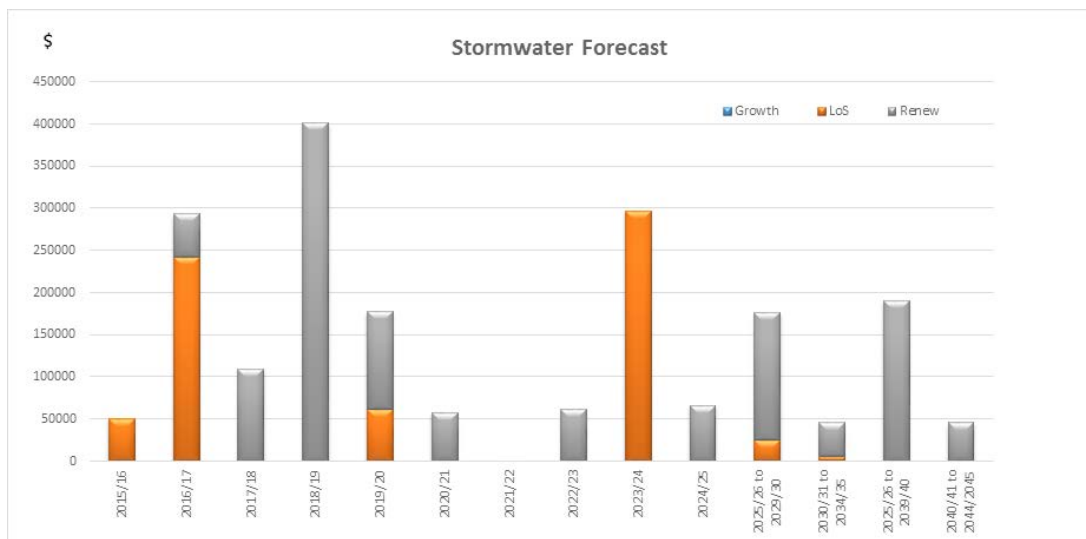


Figure 19: Projected capital expenditure - Stormwater

6.5 Roads and Footpaths

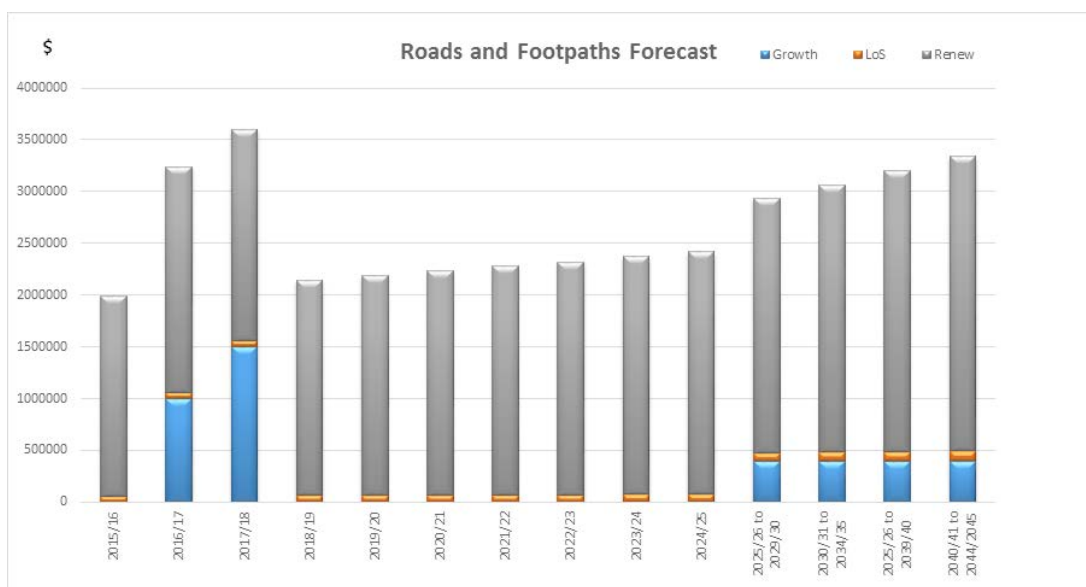


Figure 20: Projected capital expenditure - Roads and Footpaths





There are economic development benefits from Council working with other parties to provide expanded utilities and infrastructure. The example in this Council Plan is the Hokitika water supply expansion.



FINANCIAL POLICIES



REVENUE & FINANCING POLICY

Introduction

This policy outlines the choices Council has made about the appropriate funding of operational and capital expenditure from the sources¹ of funds listed in the Local Government Act 2002 (LGA). The policy also shows how Council has complied with section 101(3)². The comprehensive section 101(3) analysis is separately documented in the Funding Needs Analysis.

Determining the appropriate way to fund Council activities is complex. It is a process that takes account of many variables including, but not limited to, the following matters:

- Legal
- Social
- Competition
- Affordability
- Impact of change
- Efficiency
- Equity
- Cost
- Intergenerational equity
- Transparency
- Accountability
- Business
- Strategic Alignment
- Benefit

In determining the appropriate Revenue and Financing Policy, Council plans to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.

Funding Principles

Council has determined the following basic principles to guide the appropriate use of funding sources.

- User charges are preferred when a private benefit can be identified and it is efficient to collect the revenue.
- Subsidies, grants and other income options are fully explored prior to rates being used.
- Each generation of ratepayers should pay for the services they receive and borrowing can assist to achieve this outcome.
- Capital expenditure to replace assets that reach their projected economic life is firstly funded from asset renewal

reserves built up over time by funding depreciation, rates and then borrowing.

- Capital expenditure to upgrade or build new assets is funded firstly from other sources (e.g. subsidies, grants, fundraising, financial contributions) and then borrowing.

Complying with these principles can at times be challenging. The Council must apply judgment in assessing many options to determine appropriateness in its development of budgets or acquisition of assets and the choice of funding sources to implement these.

Related Policies

The Development and Financial Contributions Policy provides further analysis, as required by section 106(2)(c). This explains why Council has chosen to use financial contributions but not development contributions to fund the capital expenditure needed to meet increased demand for community infrastructure.

The Westland District Plan determines those matters that financial contributions are required for under the Resource Management Act 2001.

The Liability Management Policy places restrictions on the use of borrowing as a funding source.

The Investment Policy places conditions on how surplus funds should be invested, the reasons for holding investments, the type of investments that may be held, and how they might be used as a source of funds.

The Rating Policy, sits with the Funding Impact Statement, and further clarifies the funding requirements of Council by documenting matters not included in the Funding Impact Statement, rates resolution or this policy. It includes the allocation of activity rates requirements to different rate types, detailed definitions and maps for rating areas.

The Funding Impact Statement is included in each Long-term Plan and Annual Plan as required by clauses 15 or 20 of schedule 10. This statement shows the basis for the rates calculation for the following year.

Together the above documents form the necessary components to lawfully charge under the LGA for the revenue requirements of Council. Council must also comply with other legislation in regard to the setting of some fees and charges and the Local Government (Rating) Act 2002 for the setting of rates.

¹ The sources of funds are listed in section 103(2).

² All legislative references are to the Local Government Act 2002 unless otherwise stated.

Previous reviews

In 2004/14 Council prepared its first Long Term Council Community Plan (later to be named the Long Term Plan). A requirement of the plan was to every three years review and consult on the Revenue and Financing Policy. The Funding Needs Analysis was incorporated in its entirety in these previous Revenue and Financing Policies, but is now separated, to enhance clarity of the separate requirements of the parts of the Act.

At each review Council has considered particular activities that may need re-analysis and made incremental changes. In 2013 it became apparent that Council needed to undertake a first principles review of its rating policies. This review was undertaken during 2014 culminating in December 2014 with a decision to change the rating system.

Following the 2014 review, this policy along with the Funding Needs Analysis will be effective from 1 July 2015.

Funding Sources for Operating Costs

Operating costs are the day to day spending that maintains the services delivered by Council. This includes contributions to the wear and tear on assets used (depreciation), interest charged on borrowing for capital projects and corporate overheads.

Council must consider the funding of each activity in a way that relates exclusively to that activity. Some activities may be best funded by user charges, such as swimming pool admission fees, others with targeted rates, such as a water rate, and others from the general rate, such as road maintenance. Distinct funding enables ratepayers or payers of other charges to assess more readily whether or not the cost of the service provided to them, either directly or indirectly, represents good value. They can also more easily determine how much money is being raised for the service and spent on the service, which promotes transparency and accountability.

The funding sources for operating costs include:

User charges

User charges are used for services where there is a benefit to an individual or group. Users charges is a broad group of revenue charged directly to an individual or entity. It includes:

- Entry fees
- Service charges
- Hire
- Rent, lease, licenses for land and buildings
- Regulatory charges
- Fines and penalties

- Connection fees
- Disposal fees
- Deposits
- Private works
- Memberships
- Planning and consent fees
- Statutory charges
- Retail sales

The price of the service is based on a number of factors, including:

- The cost of providing the service.
- The estimate of the users' private benefit from using the service.
- The impact of cost to encourage/discourage behaviours.
- The impact of cost on demand for the service.
- Market pricing, including comparability with other councils.
- The impact of rates subsidies if competing with local businesses.
- Cost and efficiency of collection mechanisms.
- The impact of affordability on users.
- Statutory limits.
- Other matters as determined by Council.

Council's ability to charge user charges is limited by the powers conferred to it by many statutes and regulations. As a general rule fees for statutory functions should be set at no more than the cost of providing the service. In some cases legislation sets the fees at a level that is below cost and in other cases, where provided by legislation (e.g. Waste Minimisation Act 2008) Council may set fees at greater than the cost of providing the service. Council considers it appropriate to incorporate overhead charges in the determination of the cost of providing a service.


Where Council is charging for the sale of goods or services not required by statute, its preference is to charge a market price, having regard to the powers conferred by section 12. This includes leases, rents and licenses for land and buildings.

Fees and charges may be set by Council at any time and are reviewed by Council annually. A list of regular fees and charges is maintained on Council's website.

User charges revenue is allocated to the activity which generates the revenue.

Grants, sponsorship, subsidies and other income

Grants, sponsorship and subsidies are used where they are available. Many of these items are regular and predictable and therefore can be budgeted. Some items of other income are unexpected or unpredictable and may



not be able to be prudently budgeted (e.g. reparation payments, Civil defence and other reimbursements, legal settlements and insurance payouts)

Council expects to continue receiving substantial subsidies for road maintenance from government or its agencies.

Investment income

Council has an Investment Policy which determines the types of investments Council has and procedures for the management of these. These investments generate income such as dividends, interest, forestry returns, rents and surpluses on disposal. The policy places some restrictions on the use of revenue generated from some investments.

Each source of income is receipted to the activity that owns the asset.

Council maintains reserves funds and much of the income received by Council is allocated to reserve balances and is not used to reduce rates requirements for operating costs.

Financial contributions

Council collects financial contributions under the Reserve Management Act 2001. The purpose of these contributions is outlined in the Westland District Plan and Development and Financial Contributions Policy. Most contributions are made by vesting assets in Council. Some contributions are paid in cash and the Westland District Plan allows for some of these contributions to be used for operating expenses.

Council's approach is to deposit receipts into a reserve fund and to withdraw from that fund for specific projects. These projects are generally in addition to the normal operating budgets but may not meet the accounting definition of capital expenditure (e.g. the establishment of a garden).

Development contributions, proceeds from the sale of assets and lump sum contributions

Council does not collect revenue from lump sum contributions and development contributions to fund operating costs. Low value proceeds from sale of assets may be used to fund operating costs.

Reserve funds

Council maintains reserve funds. These cash reserves have generally come about from unspent rates, investment income, bequests or other revenue sources in a previous year. Many of these reserve funds are for capital expenditure however some of these reserve funds are available to meet operating costs.

Council generally uses these funds for the purposes that the reserve was created and usually for new projects additional to normal operating expenditure. Council at times may use these funds to minimise or smooth changes in rates.

Borrowing

Council may in exceptional circumstances borrow to fund operating costs where it is prudent to do so. Council has budgeted to not require borrowing for operating expenses, except as part of a major capital project, where accounting rules determine a project cost cannot be capitalised.

If an unexpected event occurs, Council has limited reserves and may during a financial year resolve to fund some operating expenses from borrowing.

Rates

Having been prudent and appropriately exhausting all other funding sources, Council funds its remaining operating expenses from rates. For many activities this is the main funding source.

Council must determine whether the portion of an activity to be funded from rates is to be funded from a general rate or a targeted rate.

In doing this, while considering all the matters of section 101(3), Council placed emphasis on developing a simple more easily understood rating system.

Council has taken the view that rates are more akin to a tax and are not a payment for services received. As a result the default stance is that an activity should be funded from the general rate, unless Council determines that a targeted rate is justified to more appropriately allocate the rates to a community, a sector or a connected property.

Summary of sources of funding for operating expenditure by activity


Council has developed preferences for the use of the funding sources after completing the activity analysis for each activity in its Funding Needs Analysis. Table 2 describes the extent each funding source is used expressed in ranges. These ranges are expressed as a percentage of the cost of the activity. A key to interpret the graphics follows the table.

Figure 21: Summary of funding sources by activity

Activity	User charges	Grants, subsidies & other	Invest. Income	Fin. Cont.	Reserve Funds	Borrowing	General Rates	Targeted rates
Leadership:								
Democracy	x	x	x	x	x	x	P	x
Corporate Services	P	x	x	x	x	x	P	x
Council Controlled Organisations	x	x	P	x	x	x	x	x
Planning & Regulatory Services:								
Inspections & Compliance	P	x	x	x	x	x	P	x
Resource Management	P	x	x	x	x	x	P	x
Emergency Management & Rural Fire	x	P	x	x	x	x	P	x
Animal Control	P	x	x	x	x	x	P	x
Community Services:								
Community Development & Assistance	x	P	x	x	x	x	P	P
Community Halls	P	x	x	x	x	x	P	P
Township Development Fund	x	P	x	x	x	x	x	P
Leisure Services & Facilities:								
Library	P	P	x	x	x	x	P	x
Museum	P	P	x	x	x	x	P	x
Swimming Pools	P	x	x	x	x	x	x	P
i-Site	P	x	x	x	x	x	x	P
Parks & Reserves	P	x	x	P	P	x	x	P
West Coast Wilderness Trail	x	x	x	x	x	x	x	P
Public Toilets	x	x	x	x	x	x	P	x
Land & Buildings	P	x	P	x	x	x	P	x
Cemeteries	P	x	x	x	x	x	P	x
Elderly Housing	P	x	x	x	P	x	P	x
Wild Foods Festival	P	P	x	x	x	x	P	x
Infrastructure:								
Transportation	x	P	x	x	x	x	P	P
Water Supply	x	x	x	x	x	x	x	P
Wastewater	P	x	x	x	x	x	x	P
Stormwater	x	x	x	x	x	x	x	P
Solid Waste	P	x	x	x	P	x	P	P

Key

Range Name	Range	Key
Unlikely	0	x
Minimal	0% -20%	P
Low	20% -40%	P
Moderate	40% - 60%	P
High	60% - 80%	P
Most	80% - 100%	P
All	100%	P



As these ranges are expressed as a percentage of the cost of the activity they may change over time because of changes in expenditure rather than changes in revenue. Budgets are set within these ranges, it is however likely that actual funding sources may be different from budgeted funding sources due to unexpected events happening during a financial year. In years subsequent to 2015/16, if budgets were marginally outside these ranges, it is unlikely that Council will consider this to be a matter with a high degree of significance. As such Council is unlikely to update the policy. Significant changes are required to have the policy updated and these may require to be consulted upon.

Council will review and update this policy in 2018.

Funding Sources for Capital Costs

Capital costs are those costs associated with the purchase and improvement of assets and for the repayment of debt. The funding sources for capital costs include:

User charges

User charges are generally not available for capital costs as individual user contributions would generally be too large to be affordable. Borrowing and charging users annually for financing costs (interest and principal) via rates is often a more affordable method of charging users contributions.

Council does charge for capital works that are solely for private benefit (e.g. a network extension to a single dwelling) or where capital works are undertaken outside of asset management plans at the request of individuals (e.g. a rural seal extension for dust suppression).

Grants, subsidies, and other income

Council relies on a significant subsidy for capital works in its roads and bridges activity. Other activities are able to access grants and subsidies from time to time. Other income can be from many and varied sources and is unlikely to be predictable enough to budget for in advance. Other income used to fund capital expenditure could include bequests, insurance payouts, and legal settlements.

Grants, subsidies and other income are used wherever they are available.

Development contributions

Council has chosen not to collect development contributions.

Financial contributions

Council collects financial contributions under the Resource Management Act 2001. The purpose of

these contributions is outlined in the Westland District Plan and Development and Financial Contributions Policy. Most contributions are received as revenue by the vesting of assets in Council; some contributions (reserve contributions) are paid to Council.

Council's approach is to deposit receipts into a reserve fund and to draw funds from that account for specific projects that meet the purpose for which the funds were collected.

Council has a Development and Financial Contributions Policy that, in addition to the requirements of sections 101(3) and 103 describes funding matters further as stipulated by section 106(2)(c).

Proceeds from the sale of assets

From time to time Council disposes of assets. Many of these are low value items and the revenue is received by the activity that owns the assets.

Council's property activity holds some higher value assets that are intended for sale. Unrestricted proceeds from the sale of these assets will be used to repay debt, unless resolved otherwise by Council. Restricted revenues will be placed in a reserve fund and used for the purpose required by the document that imposes the restriction (e.g. endowments).

Reserve funds

Council maintains various reserve funds for capital projects and will approve the use of the funds when a project meets the specific criteria for the reserve. These reserve funds may include bequests, depreciation or asset renewal reserves and financial contribution reserves.

Borrowing

For larger capital projects that provide a long-term benefit to the community, Council may determine that borrowing the funds is an appropriate method of allocating the costs of a project over time to users.

Borrowing, both the capital (principal) and interest components, is generally repaid by future rates. Council may resolve to capitalise interest repayments on some debt, where it considers it most likely (prudent) that another funding source (e.g. property sales or grants) will be able to repay the accumulating debt.

Where it is not practical to obtain third party revenue and where reserve funds haven't previously been set aside, Council prefers borrowing as a funding source. Borrowing spreads the cost of the project over a longer period, smoothing changes in rates and contributing to intergenerational equity.

Lump sum contributions

Council has the option when undertaking a major project to seek lump sum contributions to the capital cost of the project from those who are identified in the project's "capital project funding plan". Lump sum contributions are provided for in the Local Government (Rating) Act 2002 and have stringent requirements placed on how they are used. Where a lump sum payment option is proposed ratepayers choose to participate or not. Council has previously used these provisions and may do so in the future.

Council will consider for major projects, requiring funding from borrowing, whether it wishes to seek lump sum contributions.

Rates

Rates are used firstly to fund the day to day operational expenses including depreciation and borrowing interest costs. A portion of rates funds the capital (principal) repayments of debt, generally using table loan calculations. Rates will be used to fund some small items of capital expenditure. Rates are not a practicable method to fund large projects in the year of expenditure.

Council funds some capital projects, for maintaining service levels, in advance by collecting rates for depreciation (an operating expense). These funds are placed into depreciation or asset renewal reserve funds.

Analysis for capital expenditure by activity

Council has developed the above preferences for the use of the funding sources for capital costs after completing the activity analysis for each activity in its Funding Needs Analysis. Council will fund capital costs on the same basis as determined by the operating costs funding policy, unless Council resolves otherwise. Such a resolution that follows the following funding guidelines will be considered consistent with this policy and not require amendment to the policy. It is not practicable to determine a funding policy for an unknown future project at this time.

Council uses the following guidelines when considering the funding of capital projects:

- A Funding Needs Analysis will be completed.
- All projects are first funded from grants, subsidy or other income.
- Renewal projects that maintain the same service level are then funded from reserves set aside for this purpose.
- Other reserve funds (e.g. financial contributions) are considered.
- Lump sum rating options are considered.

Capital projects that have exhausted previous funding sources or are for new or increased service levels or for growth are then funded from borrowing.

A single project may have a mix of each of these funding options.

Generally it is not practical to create separate funding policies for each and every capital project. Council will only do this when a project is particularly large, affects a particular group or does not fit with an existing funding policy or activity. Whenever Council resolves to consider funding for a capital project Council will consider the sources of funds above and the guidelines for applying those to a capital project. Generally Council will resolve the funding policy at the time the project is proposed in an Annual Plan or Long-term Plan.

Overall Impact Funding Considerations

Council is required by section 101(3)(b) to consider the overall impact of the allocation of liability for revenue needs on the community. It allows Council, as a final measure, to modify the overall mix of funding in response to these considerations.

Council may use accounting provisions and reserve funds to spread the costs of activities over multiple years for the purpose of smoothing the cost to users and ratepayers.

While an unbalanced budget is neither prudent nor sustainable in the long term, Council may choose to not fund some operating costs in the short term:

- In order to phase costs and set rates at affordable levels.
- Where short term expenditure [projects] is expected to deliver long term savings

Council may waive or discount fees and charges where it considers it appropriate to do so. Some matters Council may consider in deciding whether it is appropriate to waive fees are for social reasons, for the promotion of events and facilities, for commercial reasons, or to compensate for poor service.

Council may remit rates where it considers it appropriate to do so and as documented in the Rates Remissions Policies. These policies address social matters as well as adjusting rates for benefits that differ for some rates assessments (e.g. additional or no provision of some services).

Council having determined to use a differentiated rate will modify the factors to adjust the rate for different rating categories. This adjustment is complex and takes account of the matters raised in paragraph two of the introduction to this policy.

Rates

Council's final consideration of revenue and financing policy for rates comes:

- After consideration of how the funding source will be used to fund operating and capital costs, and
- After that has been applied to activities in the Funding Needs Analysis, and
- After being adjusted for the overall funding considerations

The following section outlines the revenue and financing policy requirements that are relevant to setting rates. To have a full understanding of rates they should be read having regard to the analysis above and in conjunction with the Rating Policy, Funding Impact Statement and Rates Resolution.

General rates

Council has chosen to have two general rates; a uniform annual general charge (UAGC) and a general rate based on the value of the property.

Council has chosen capital value as the basis by which to calculate the general rate and to apply a differentiated general rate based on the use of a rating unit. The Rating Policy documents how Council calculates the general rate differentials.

Council has determined in its Funding Needs Analysis that all or part of the following activities should be funded from the general rate:

- Democracy
- Corporate services
- Inspections and compliance
- Resource management
- Emergency management
- Animal control
- Community development and assistance
- Library
- Museum
- Public toilets
- Land and buildings
- Cemeteries
- Transportation
- Solid Waste

The UAGC is assessed on each rateable rating unit and is used to fund all activities funded from general rates. The Rating Policy document describes how Council calculates the UAGC.

Targeted rates

Council has determined in its Funding Needs Analysis that all or part of the following activities should be funded from targeted rates:

- Community halls
- Township development fund
- Swimming pools
- i-Site
- West Coast Wilderness Trail

- Water supply
- Parks and Reserves
- Land and Buildings
- Transportation
- Wastewater
- Stormwater
- Solid Waste

In funding the above activities from targeted rates Council uses the following types of targeted rates. More information on the calculation of each rate, including the percentage of the rate requirement of an activity to be collected for each rate and the rating area maps, can be found in the Rating Policy.

Figure 22: Targeted rate types

Name	Activities funded
Community rates	Activities where Council considers every property in a community zone receives a benefit.
Tourism promotions rate	Tourism promotion activities where Council considers businesses should contribute a greater portion.
Refuse collection rate	To fund the cost of kerb-side refuse Na recycling collection, and transfer.
Water rates	To fund water supply.
Sewerage rates	To fund wastewater treatment and disposal.
Kokatahi / Kowhitirangi community rate	To fund projects in the Kokatahi / Kowhitirangi community.
Kaniere sewerage capital contribution rate	To recover the capital cost of the extension of the sewerage system to Kaniere.
Hokitika area promotions rate	To fund Enterprise Hokitika.
Emergency Management Fund rate	To accumulate a reserve in case of an emergency.
Hannahs Clearing water supply capital repayment rate	To recover the cost of installing water supplies.

Differentiation by Use

Council has chosen to differentiate the general rate and each community rate using the following categories of use:

- Residential
- Rural Residential
- Commercial
- Rural

Each year Council will determine the rating differential factors when it adopts its Rating Policy prior to the adoption of the Funding Impact Statement as part of an Annual Plan or Long-term Plan.

When setting the differential Council shall consider the following matters to determine the appropriate rating differential factors:

- Council's approach to rates funding as documented in this Revenue and Financing Policy.
- The activities funded by each rate.
- The effect (if applicable) of changes in valuations.
- The rates differentials and revenue collected from each sector for the previous year and the implications of changing those differentials as it affects individual ratepayers.
- For community rates the mix of properties and nature of services funded in each community.



DEVELOPMENT & FINANCIAL CONTRIBUTIONS POLICY

General

Section 102(2) of the LGA 2002 requires, among other things, that a local authority must adopt a policy on development contributions or financial contributions. Details relating to the specific matters that must be covered in any policy on development contributions or financial contributions are specified in Section 106 and these matters are explained below.

Council considers at this stage that it will continue to rely solely on the financial contributions specified in the Westland District Plan 2002 which was prepared and made operative pursuant to the provisions of the Resource Management Act 1991. The community is accustomed to the provisions of District Plan and until that is reviewed Council does not intend to change this particular policy.

Under Section 106 (2) (c) of the LGA the Council is required to explain why it has chosen to use financial contributions (and not to use development contributions) to fund any capital expenditure needed to meet increased demand for community infrastructure. The reason is that Council expects a low amount of growth, as per the Statistics NZ medium population forecasts, and the trend in the district is for subdivision to drive that growth. Subdivisions can be charged financial contributions as per the District Plan. Some other types of growth not requiring resource consent (e.g. additional development on an existing lot) might suggest the need for development contributions, but at present this is not expected to be a significant growth component for the district.

The financial contributions regime, with its focus on environmental effects, is also well-suited for a low-growth district in comparison with the development contributions regime, which requires specific projects to be listed in a multi-year capital expenditure programme and distributed across the expected additional units of demand over time. In short, the financial contributions regime is preferable for its administrative simplicity and its suitability to the district's expected growth.

Currently, the financial contributions imposed on land subdividers and developers relate only to the actual costs incurred as a result of the land development or subdivision. The provisions within the District Plan provide for financial contributions to be paid on the grant of certain subdivision and land use consents.

Financial Contributions in the District Plan: Summary

Part 7 of the District Plan specifies the rules relating to financial contributions. The provisions of the District Plan on financial contributions relate to the subdivision or development of land. The relevant part of the District Plan specifies the circumstances and purposes under which financial contributions are required and the maximum amount is also specified. Financial contributions under the District Plan broadly fit into three categories:

- Services
- Amenity
- Recreation

Financial Contributions: Services

The District Plan requires the subdivider or land developer to be responsible for funding of work within the boundary of the subdivision or development that relates to the provision of services directly required by the subdivision or development. Financial contributions adopted in the District Plan are imposed to recoup actual costs associated with the construction and installation of new services, or any required upgrades to existing services.

For example, in the case of sewerage, the maximum amount payable where no sewerage system is available is the full actual cost of a disposal system including design and investigation, land acquisition and on-site sewerage. Where a sewerage system is available (and has adequate capacity to accommodate additional connections), the maximum amount payable is the full actual cost of connecting the allotments or buildings to that sewerage system. Where, however, the design capacity of the existing system is likely to need to be upgraded as a result of the subdivision, the contribution is limited to 50% of the cost for the upgrading of the system, to recognise potential benefits of the upgrade to other users.

Financial Contributions: Amenity

Land subdividers and developers can be required to undertake earthworks, landscaping, planting, fencing or screening as part of a subdivision or land development, to mitigate environmental effects. In some areas, particularly the Glacier region and Hokitika, off-street car parking is required to be provided. Where such car parking cannot readily be provided, a 'cash in lieu' contribution is provided for within the District Plan.

Financial Contributions: Recreation

The District Plan provides for financial contributions towards recreation facilities and also reflects the thrust of the Resource Management Act 1991 in terms of esplanade reserves. Council recognises that Westland is fortunate to have an abundance of open spaces which can be used for recreation purposes and Council considers that there is a limited need for additional recreation land. Council's policy direction in this regard is to upgrade existing recreational facilities. Contributions toward recreation facilities are detailed in the schedule of fees and charges.

Future Changes

The Westland District Plan is undergoing a complete review and the Financial Contributions section is currently scheduled to be reviewed in 2019. If any changes are proposed, this policy will be amended through a special consultative procedure and concomitantly with the District Plan. Likewise, any change to Council's current position of not imposing development contributions will see a change to this policy through a special consultative procedure as a precursor to a development contributions regime. Notwithstanding the above, this policy will be reviewed three yearly as part of the review of the Long Term Plan when the appropriateness of the policy will be assessed and changes recommended by Council.



STATEMENT OF ACCOUNTING POLICIES

PUBLIC BENEFIT ENTITY STANDARDS

As a Public Benefit Entity (PBE), Westland District Council's financial reporting is governed by the new reporting standards for the public sector. The Statement of Accounting Policies that follows is constructed after an assessment of the changes that the new standards prescribe and an assessment of the impact on the comparability with reports for previous periods that were prepared under NZ IFRS.

REPORTING ENTITY

Westland District Council (Council) is a territorial local authority governed by the Local Government Act 2002 (LGA) and is domiciled and operates in New Zealand. The relevant legislation governing the Council's operations includes the LGA and the Local Government (Rating) Act 2002.

The primary objective of Council is to contribute to the purpose of local government in the Westland District by:

- enabling democratic local decision-making and action by, and on behalf of, communities; and
- meeting the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.

By providing goods or services for the community rather than making a financial return, Council has designated itself as a public benefit entity (PBE) for the purposes of New Zealand equivalents to International Public Sector Accounting Standards (IPSAS).

The prospective financial statements are for Westland District Council only and do not include transactions related to the group.

BASIS OF PREPARATION

The financial statements are prospective information in terms of PBE FRS42: Prospective Financial Information. This standard will be applied throughout the ten year period of this plan. The purpose for which the information is prepared is to enable the public to participate in decision making processes as to the services to be provided by Council to the community. The prospective information may not be appropriate for purposes other than those described.

In preparing these prospective financial statements, estimates and assumptions have been made concerning the future. These

estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances.

The information in the prospective financial statements is uncertain and its preparation requires the exercise of judgement. Actual financial results achieved are likely to vary from the information presented and the variations may be material. Events and circumstances may not occur as expected and may or may not have been predicted or the Council may subsequently take actions that differ from the proposed course of action on which the prospective financial statements are based.

The Council authorised the prospective financial statements on 30 June 2015. The Council, which is authorised to do so and believes that the assumptions underlying these prospective financial statements are appropriate, approved the long term plan after consultation. Council and management of Westland District Council accept responsibility for the preparation of the prospective financial statements, including the appropriateness of the assumptions underlying the prospective financial statements and all other required disclosures. No actual results have been incorporated within the prospective financial statements.

STATEMENT OF COMPLIANCE

The prospective financial statements of the Council have been prepared in accordance with the requirements of the Local Government Act 2002, which include the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP). The Financial Statements have been prepared in accordance with Tier 2 PBE Standards and disclosure concessions have been applied.

The criteria under which an entity is eligible to report in accordance with Tier 2 PBE Standards are:

- Expenses > \$2m and < \$30m
- Not publicly accountable

These financial statements comply with PBE Standards. These financial statements are the first financial statements presented in accordance with the new PBE accounting standards. There were no material adjustments arising on transition to the new PBE accounting standards.

Functional and Presentation Currency

The prospective financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$'000). The functional currency of the Council is New Zealand dollars.

Accounting Policies

The accounting policies have been applied consistently to all periods presented. There have been no significant changes to accounting policies as compared to the Long Term Plan 2012-22 or the Annual Report 2013-14.



SIGNIFICANT ACCOUNTING POLICIES

COST ALLOCATION POLICY

The cost of service for each significant activity of the Council has been derived using the cost allocation system outlined below.

- Direct costs are charged directly to significant activities.
- Indirect costs are charged to significant activities based on cost drivers and related activity/usage information.
- Direct costs are those costs directly attributable to a significant activity.
- Indirect costs are those costs which cannot be identified in an economically feasible manner with a specific significant activity.

The costs of internal services not directly charged to activities are allocated as overheads using appropriate cost drivers such as staff numbers, items processed, and/or based on level of support provided to each activity.

SUBSIDIARIES

Subsidiaries are those entities in which Council has control. Westland Holdings Ltd is Council's direct reporting subsidiary. This company controls three Council Controlled Organisations which are reporting entities under the Financial Reporting Act 1993. The Group consists of Westland District Properties Ltd, Hokitika Airport Ltd and Westroads Ltd.

Investments in subsidiaries are recorded at cost. Transactions with subsidiaries are at arm's length and under normal trading terms. Recharges are invoiced at cost.

Basis of consolidation

The Group (Westland District Council and Westland Holdings Ltd) consolidated accounts are prepared by combining like items of assets, liabilities, equity, revenue and expenses on a line-by-line basis. All significant intra-group balances, transactions, revenue and expenses are eliminated on consolidation.

Group prospective financial statements are prepared for annual reports, but Council has not presented these for the long term plan 2015-25 because it believes the parent prospective financial statements are more relevant to users. The main purpose of the prospective financial statements is to provide information about the core services that Council intends to provide to ratepayers, the expected cost of those services and thus the amount of rates that Council requires in order to fund the intended levels of service.

The CCOs' contribution is included to the extent that distributions received by Council from the subsidiaries are used to partially fund Council activities, thereby reducing the rates requirement.

While Council undertakes a governance role, in agreeing a statement of intent with Westland Holdings Ltd, it does not exercise control over the day to day operations of the subsidiaries.

REVENUE

Revenue is measured at the fair value of consideration received.

Rates revenue

Rates, other than water-by-meter rates, are set annually by a resolution of Council and relate to a financial year. All ratepayers are invoiced within the financial year to which the rates have been set. Rates revenue is recognised when payable.

Rates arising from late payment penalties are recognised as revenue when rates become overdue.

Revenue from water-by-meter rates is recognised on an accrual basis based on usage. Unbilled usage, as a result of unread meters at year end, is accrued on an average usage basis.

Rate remissions are recognised as a reduction of rates revenue when the Council has received an application that satisfies its rates remission policy.

Other revenue

Grants

Council receives government grants from New Zealand Transport Agency, which subsidises part of Council's costs in maintaining the local roading infrastructure. The subsidies are recognised as revenue upon entitlement as conditions pertaining to eligible expenditure have been fulfilled. Council also from time to time receives grants from other parties that are recognised on the same basis.

Building and resource consent revenue

Fees and charges for building and resource consent services are recognised on a percentage completion basis with reference to the recoverable costs incurred at balance date.

Entrance fees

Entrance fees are fees charged to users of the Council's local facilities and events, substantially the museum and Hokitika Wild Foods Festival. Revenue from entrance fees is recognised upon entry to such facilities, or when the event is held.

Landfill fees

Fees for disposing of waste at the Council's landfill are recognised as waste is disposed by users.

Provision of commercially based services

Revenue from the rendering of services is recognised by reference to the stage of completion of the transaction at balance date, based on the actual service provided as a percentage of the total services to be provided. The stage of completion is assessed by reference to surveys of work performed.

Sales of goods

Revenue from the sale of goods is measured at fair value of the consideration received or receivable, net of returns or allowances, trade discounts and volume rebates. Revenue is recognised when the significant risks and rewards of ownership have been transferred to the buyer, recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably, and there is no continuing management involvement with the goods.

Where revenue is derived by acting as an agent for another party, the revenue that is recognised is the commission or fee on the transaction.

Vested or donated physical assets

For assets received for no or nominal consideration, the asset is recognised at its fair value when the Council obtains control of the asset. The fair value of the asset is recognised as revenue, unless there is a use or return condition attached to the asset.

For long-lived assets that must be used for a specific use (e.g. land must be used as a recreation reserve), the Council immediately recognises the fair value of the asset as revenue. A liability is recognised only if the Council expects it will need to return or pass the asset to another party.

Donated and bequeathed financial assets

Donated and bequeathed financial assets are recognised as revenue unless there are substantive use or return conditions. A liability is recorded if there are substantive use or return conditions and the liability released to revenue as the conditions are met e.g. as the funds are spent for the nominated purpose.

Revenue from investments

Interest revenue is recognised using the effective interest method. Interest revenue on an impaired

financial asset is recognised using the original effective interest rate.

Dividends are recognised when the right to receive payment has been established. When dividends are declared from pre-acquisition surpluses, the dividend is deducted from the cost of the investment.

CONSTRUCTION CONTRACTS

Contract revenue and contract costs are recognised as revenue and expenses respectively by reference to the stage of completion of the contract at balance date. The stage of completion is measured by reference to the contract costs incurred up to balance date as a percentage of total estimated costs for each contract. Contract costs include all costs directly related to specific contracts, costs that are specifically chargeable to the customer under the terms of the contract, and an allocation of overhead expenses incurred in connection with the group's construction activities in general.

An expected loss on construction contracts is recognised immediately as an expense in the surplus or deficit.

Where the outcome of a contract cannot be reliably estimated, contract costs are recognised as an expense as incurred. When it is probable that the costs will be recovered, revenue is recognised to the extent of costs incurred.

Construction work in progress is stated at the aggregate of contract costs incurred to date plus recognised surpluses less recognised losses and progress billings. If there are contracts where progress billings exceed the aggregate costs incurred plus surpluses less losses, the net amounts are presented as a liability.

BORROWING COSTS


The Council and Group has elected to defer the adoption of NZ IAS 23 Borrowing Costs (Revised 2007) in accordance with its transitional provisions that are applicable to public benefit entities.

Borrowing costs are recognised as an expense in the period in which they are incurred.

INCOME TAX

Income tax expense in relation to the surplus or deficit for the period comprises current tax and deferred tax.

Current tax is the amount of revenue tax payable based on the taxable profit for the current year, plus any adjustments to revenue tax payable in respect of prior years. Current tax is calculated using rates that have been enacted or substantively enacted by balance date.



Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilized.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset and liability in a transaction that is not a business combination, and at the time of the transaction, affects neither accounting profit nor taxable profit.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is measured at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, using tax rates that have been enacted or substantively enacted by balance date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the entity expects to recover or settle the carrying amount of its assets and liabilities.

Current tax and deferred tax is recognised against the surplus or deficit, except when it relates to a business combination, or to transactions recognised in other comprehensive revenue and expense or directly in equity.

LEASES

Finance leases

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the commencement of the lease term, the Council and Group recognises finance leases as assets and liabilities in the Statement of Financial Position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce

a constant periodic rate of interest on the remaining balance of the liability.

The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether the Council will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

FINANCIAL ASSETS

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities in the Statement of Financial Position.

Trade and other receivables

Receivables are recorded at their face value, less any provision for impairment.

Loans, including loans to community organisations made by Council at nil, or below-market interest rates are recognised at the present value of their expected future cash flows.

Other financial assets

The Council and Group classify its financial assets into the following four categories for the purpose of measurement: financial assets at fair value through the surplus or deficit, held-to-maturity investments, loans and receivables, and fair value through other comprehensive revenue and expense. The classification depends on the purpose for which the investments were acquired.

Management determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date.

Financial assets and liabilities are initially measured at fair value plus transaction costs unless they are carried at fair value through the surplus or deficit in which case the transaction costs are recognised therein.

Purchases or sales of financial assets are recognised on trade-date, the date on which the Council commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

The four categories of financial assets are:

- **Financial assets at fair value through surplus or deficit**

Financial assets at fair value through surplus or deficit include financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of short-term profit-taking. Derivatives are also categorised as held for trading unless they are designated into a hedge accounting relationship for which hedge accounting is applied. Assets in this category are classified as current assets if they are either held for trading or are expected to be realised within 12 months of the balance sheet date. After initial recognition they are measured at their fair values. Gains or losses on re-measurement are recognised in the surplus or deficit where hedge accounting is not applied.

Financial assets in this category include derivative financial instruments.

- **Loans and receivables**

These are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets.

After initial recognition they are measured at amortised cost using the effective interest method. Gains and losses when the asset is impaired or de-recognised are recognised in the surplus or deficit. Loans and receivables are classified as "trade and other receivables" in the Statement of Financial Position.

- **Held to maturity investments**

Held to maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council has the positive intention and ability to hold to maturity. They are included in current assets, except for maturities

greater than 12 months after balance date, which are included in non-current assets.

After initial recognition they are measured at amortised cost using the effective interest method, less impairment. Gains and losses when the asset is impaired or de-recognised are recognised in the surplus or deficit.

The Council currently holds a portfolio of bonds that have been classified as held to maturity investments.

- **Fair value through comprehensive revenue and expense**

Financial assets at fair value through other comprehensive revenue and expense are those that are designated into the category at initial recognition or are not classified in any of the other categories above. They are included in non-current assets unless management intends to dispose of, or realise, the investment within 12 months of balance date. The Council and Group includes in this category:

- Investments held for the long-term but which may be realised before maturity;
- Share holdings held for strategic purposes.

These investments are measured at their fair value, with gains and losses recognised in other comprehensive revenue and expense, except for impairment losses, which are recognised in the surplus or deficit.

On derecognition, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.


Council's investments in its subsidiaries are not included in this category as they are held at cost as allowed by NZ IAS 27 Consolidated and Separate Financial Statements.

- **Impairment of financial assets**

At each balance sheet date, the Council assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired. Any impairment losses are recognised in the surplus or deficit.

- **Loans and receivables, and held-to-maturity investments**

Impairment is established when there is evidence that the Council and Group will not be able to collect amounts



due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are considered indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits, local authority stock, government bonds, and community loans, are recognised directly against the instrument's carrying amount.

- **Financial assets at fair value through other comprehensive revenue and expense**

For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment.

For debt investments, significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, and default in payments are considered objective indicators that the asset is impaired.

If impairment evidence exists for investments at fair value through other comprehensive revenue and expense, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the surplus or deficit) recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Equity instrument impairment losses recognised in the surplus or deficit are not reversed through the surplus or deficit.

If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to

an event occurring after the impairment loss was recognised, the impairment loss is reversed in the surplus or deficit.

INVENTORIES

Inventories are measured at the lower of cost or net realisable value. The cost of inventories is based on the first-in first-out principle, and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus or deficit in the period of the write-down.

In the case of metal inventories and work in progress, cost includes an appropriate share of production overheads based on normal operating capacity. Metal inventory cost is calculated on a discounted sale value basis, as an approximation of weighted average cost.

When land held for development and future resale is transferred from investment property/property, plant, and equipment to inventory, the fair value of the land at the date of the transfer is its deemed cost.

Costs directly attributable to the developed land are capitalised to inventory, with the exception of infrastructural asset costs which are capitalised to property, plant, and equipment.

Net realisable value is the estimated selling prices in the ordinary course of business, less the estimated costs of completion and selling expenses.

PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment consists of:

- **Operational assets**
These include land, buildings, improvements, museum artefacts, Jackson Bay Wharf, library books, plant and equipment, and motor vehicles.
- **Restricted assets**
Restricted assets are parks and reserves owned by the Council which provide a benefit or service to the community and cannot be disposed of because of legal or other restrictions. These include land vested under the Reserves Act 1977 and endowments or other property held in trust for specific purposes.
- **Infrastructure assets**
Infrastructural assets are the fixed utility systems owned by the Council.
Property, plant and equipment is shown at cost or valuation, less accumulated depreciation and impairment losses. Each asset class includes all items that are required for the network to function.

Land (operational and restricted) is measured at fair value, and buildings (operational and restricted), library books, and infrastructural assets (except land under roads) are measured at fair value less accumulated depreciation. All other asset classes are measured at cost less accumulated depreciation and impairment losses.

- **Additions**

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Council and Group and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

- **Disposals**

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the assets. Gains and losses on disposals are included in the surplus or deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

- **Subsequent costs**

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised as an operating expense in the surplus or deficit as they are incurred.

- **Depreciation**

Depreciation is provided on a straight-line basis on all property, plant and equipment other than land and museum artefacts, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

<i>Category</i>	<i>Depreciable life (years)</i>	<i>Depreciation Rates</i>
OPERATIONAL		
Buildings	50	2%
Furniture and Fittings	10	10%
Motor Vehicles	5	20%
Plant & Equipment (including computers)	3 to 10	10% - 33.3%
Library collection	8	12.5%
Jackson Bay Wharf	50	2%
RESTRICTED		
Buildings	5 to 50	2% - 20%
INFRASTRUCTURE		
Waste Transfer Stations	20	5%
<i>Roads</i>		
Formation	N/A	0%
Sub-Base	N/A	0%
Base Course	20 to 75	1.33% - 5%
Surfacing (sealed)	1 to 16	6.25% - 100%
Surfacing (unsealed)	5	20%
Bridges	60 to 150	0.67% - 1.67%
Box culverts/channels	60 to 150	0.67% - 1.67%
Footpaths	5 to 50	2% - 20%
Streetlights	16 to 40	2.5% - 6.25%
Signs	10	10%
<i>Water</i>		
Pipeline	60 to 80	1.25% - 1.67%
Connections	60	1.67%
Reservoirs & Tanks	20 to 50	2% - 5%
Pump Stations	15 to 20	5% - 6.67%
<i>Sewer</i>		
Pipeline	60 to 80	1.25% - 1.67%
Manholes	50 to 60	1.67% - 2%
Pump Stations	15 to 20	5% - 6.67%
Oxidation Ponds	60 to 100	1% - 1.67%
<i>Stormwater</i>		
Open Drains	N/A	0%
Pipeline	60 to 80	1.25% - 1.67%
Bank protection	50 to 100	1% - 2%
Manholes	50 to 60	1.67% - 2%
Pump Stations	15 to 20	5% - 6.67%
Runway	67	1.5%

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

- **Revaluation**

All valuations are carried out on a three to five-yearly cycle by independent qualified valuers, unless there is a significant change in carrying value, in which case they will be revalued as required. All other asset classes are carried at depreciated historical cost.

Land and buildings (operational and restricted), library books, and infrastructural assets (except land under roads) are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every three years.

The carrying values of revalued assets are assessed annually to ensure that they do not differ materially from the assets' fair values. If there is a material difference, then the off-cycle asset classes are revalued.

Revaluations of property, plant, and equipment are accounted for on a class-of-asset basis.

The net revaluation results are credited or debited to other comprehensive revenue and expense and are accumulated to an asset revaluation reserve in equity for that class-of-asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expense but is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expense.

INTANGIBLE ASSETS

Software licences and similar assets that are acquired by the Council, which have finite useful lives, are measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised in the surplus or deficit on a straight-line basis over the estimated useful lives of intangible assets, other than goodwill, from the date that they are available for use.

IMPAIRMENT OF PROPERTY, PLANT & EQUIPMENT AND INTANGIBLE ASSETS

Intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An

impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the assets ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits or service potential.

Value in use for non-cash-generating assets

Non cash generating assets are those assets that are not held with the primary objective of generating a commercial return.

For non cash generating assets, value in use is determined using an approach based on depreciated replacement cost, restoration cost, or service units. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

Value in use for cash generating assets

Cash generating assets are those assets that are held with the primary objective of generating a commercial return. The value in use for cash generating assets is the present value of expected future cash flows.

If an asset's carrying amount exceeds its recoverable amount the asset is impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognised in the surplus or deficit.

For assets not carried at a revalued amount (other than goodwill) the reversal of an impairment loss is recognised in the surplus or deficit.

Forestry assets

Standing forestry assets are independently revalued annually at fair value less estimated costs to sell for one growth cycle. Fair value is determined based on the present value of expected net cash flows discounted at a current market determined rate. This calculation is based on existing sustainable felling plans and assessments regarding growth, timber prices, felling costs, and silvicultural costs and takes into consideration environmental, operational, and market restrictions.

Gains or losses arising on initial recognition of forestry assets at fair value less costs to sell and

from a change in fair value less costs to sell are recognised in the surplus or deficit.

Forestry maintenance costs are recognised in the surplus or deficit when incurred.

INVESTMENT PROPERTY

Properties leased to third parties under operating leases are classified as investment property unless the property is held to meet service delivery objectives, rather than to earn rentals or for capital appreciation.

Investment property is measured initially at its cost, including transaction costs. After initial recognition, all investment property is measured at fair value as determined annually by an independent valuer. Gains or losses arising from a change in the fair value of investment property are recognised in the surplus or deficit.

EMPLOYEE BENEFITS

Short-term benefits

Employee benefits that the Council expects to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date and sick leave, retiring and long service leave entitlements expected to be settled within 12 months.

A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent it will be used by staff to cover those future absences.

The Council recognise a liability and an expense for bonuses where contractually obliged or where there is a past practice that has created a constructive obligation.

Long-term benefits

Long service leave and retirement leave

Entitlements that are payable beyond 12 months, after the end of the period in which the employee renders the related service, such as long service leave and retiring leave; are calculated on an actuarial basis. The calculations are based on:

- Likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and

contractual entitlements information; and

- The present value of the estimated future cash flows. A discount rate of between 6.25% and 7.0%, and an inflation factor of 1.9% to 2.7% were used. The discount rate is based on the weighted average of central government interest rates for stock with terms to maturity similar to those of the relevant liabilities. The inflation factor is based on the expected long-term increase in remuneration for employees. The rates employed are taken from BERL forecasts.

Presentation of employee entitlements

Sick leave, annual leave, and vested long service leave are classified as a current liability. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Superannuation schemes

Defined contribution schemes

Obligations for contributions to defined contribution superannuation schemes are recognised as an expense in the surplus or deficit as incurred.

Council belongs to the Defined Benefit Plan Contributors Scheme (the scheme), which is managed by the board of trustees of the National Provident Fund. The scheme is a multi-employer defined benefit scheme. Insufficient information is available to use defined benefit accounting, as it is not possible to determine from the terms of the scheme, the extent to which the surplus/ deficit will affect future contributions by individual employers, as there is no prescribed basis for allocation. The scheme is therefore accounted for as a defined contribution scheme.

PROVISIONS

The Council recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for future operating losses. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The

increase in the provision due to the passage of time is recognised as an interest expense and is included in “finance costs”.

TRADE AND OTHER PAYABLES

Trade and other payables are initially measured at face value, and subsequently measured at amortised cost using the effective interest method.

BORROWINGS

Borrowings are initially recognised at their fair value, plus transaction costs. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after balance date or if the borrowings are expected to be settled within 12 months of balance date.

Accounting for derivative financial instruments and hedging activities

The Council uses derivative financial instruments to hedge exposure to interest rate risks arising from financing activities. The Council does not hold or issue derivative financial instruments for trading purposes.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value at each balance date. The movement in the fair value of the derivative contracts is recognised in the surplus or deficit.

EQUITY

Equity is the community’s interest in the Council and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into a number of reserve funds. The components of equity are:

- Retained earnings
- Restricted Reserves (Trusts and Bequests)
- Council Created Reserves (Special Funds, Separate Funds)
- Asset revaluation reserves

Restricted Reserves

Restricted reserves are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by

the Council. Restricted reserves include those subject to specific conditions accepted as binding by the Council and which may not be revised by the Council without reference to the Courts or a third party. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met. Also included in restricted reserves are reserves restricted by Council decision. The Council may alter them without reference to any third party or the Courts. Transfers to and from these reserves are at the discretion of the Council.

GOODS AND SERVICES TAX (GST)

All items in the financial statements are stated exclusive of GST, except for receivables and payables, which are stated on a GST inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department is included as part of receivables or payables in the Statement of Financial Position.

The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.


BUDGET FIGURES

The budget figures are those approved by Council during workshops and as a result of the consultation for the Long Term Plan 2015-25. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by Council for the preparation of the financial statements.

CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

In preparing the financial forecasts and statements the Council has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results.

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of



causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Landfill aftercare provision

The estimate of the provision for landfill post-closures is based on assumptions, which may be influenced by changes in technology and society's expectations and could affect future results.

Infrastructural assets

There are a number of assumptions and estimates used when performing DRC valuations over infrastructural assets. These include:

- The physical deterioration and condition of an asset, for example Council could be carrying an asset at an amount that does not reflect its actual condition. This is particularly so for those assets which are not visible, for example stormwater, wastewater and water supply pipes which are underground. This risk is minimised by Council performing a combination of physical inspections and condition modelling assessments of underground assets;
- Estimating any obsolescence or surplus capacity of an asset; and
- Estimates are made when determining the remaining useful lives over which the asset will be depreciated. These estimates can be affected by the local conditions, for example weather patterns and traffic growth. If useful lives do not reflect the actual consumption of the benefits of the asset, then Council could be over or under estimating the annual depreciation charge recognised as an expense in the surplus or deficit.

To minimise this risk, Council's infrastructural asset useful lives have been determined with reference to the NZ Infrastructural Asset Valuation and Depreciation Guidelines published by the National Asset Management Steering Group, and have been adjusted for local conditions based on past experience. Asset inspections, deterioration and condition modelling are also carried out regularly as part of Council's asset management planning activities, which gives Council further assurance over its useful life estimates.

Experienced independent valuers perform Council's infrastructural asset revaluations.

ACCOUNTING STANDARDS ISSUED FOR PUBLIC BENEFIT ENTITIES

The Council is subject to Tier 2 reporting requirements of the Accounting Standard for Public Benefit Entities.

The financial statements are compliant with the new International Public Sector Accounting Standards (IPSAS).

STANDARDS ISSUED BUT NOT YET EFFECTIVE

IPSAS is a comprehensive set of standards through which Council ensures compliance with appropriate accounting regulations and conventions.



From 1 July 2015 the current i-SITE service will be combined with Council's customer service to create a single Customer Service Centre



FINANCIAL STATEMENTS



STATEMENT OF BALANCED BUDGET

Introduction

Sound financial governance dictates that Council should live within its means, and ensure that it generates sufficient revenue to meet its

expected operating costs. However there are circumstances where it is considered prudent to set revenues at levels that differ from the full cost of providing the proposed levels of service. These are discussed below:

Depreciation

Austerity Depreciation Funding Policy

In July 2013 Council adopted a policy of partially recovering depreciation costs for some of its assets for a period of five years. This policy was a temporary affordability measure to mitigate

rates increases while Council addressed other funding shortfalls in its operating budgets.

For those assets in the scope of the policy full funding of depreciation is phased back into the budgets from 2015/16 to 2017/18. The proportions are shown in the table below:

<i>Year ended 30 June</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>
Three Waters	80%	90%	100%
Transportation (local share)	50%	75%	100%
Buildings	65%	85%	100%
Township Installations	65%	85%	100%
Public Toilets	65%	85%	100%
Cemeteries	65%	85%	100%
Furniture and Fittings	50%	75%	100%
IT and Office Equipment	50%	75%	100%

Other provisions of the policy, discussed below, extend through the life of the plan:

Transportation

A proportion of renewals and upgrades to the road network are funded by NZTA subsidy. Council only recovers from rates depreciation costs sufficient to pay for the local share of these works, and only this element is affected by the above policy.

Landfill Sites

Butlers landfill was funded by a loan in 2010/11 which is being repaid over a 20 year period. Until the loan is repaid, rates are calculated based on the loan repayment requirements and not depreciation. The loan repayments are in excess of depreciation.

The other landfills in the district are closed and Council does not recover the depreciation costs for these assets. It does however fund an aftercare provision from rates.

Elderly Housing, Hokitika Swimming Pool, Jackson Bay Wharf

The depreciation costs for these assets are not recovered because there are currently no plans to replace them.

Subsidies for capital expenditure

The NZTA Funding Assistance Rate is available for capital improvements as well as operating maintenance. Council also proposes that the Franz Josef Waste Water Treatment Plant upgrade will be partially funded by external sources other than borrowing. These capital subsidies are recognised as income in the statement of revenue and expense, but are not used for operating expenses. This leads to a surplus in the financial statements.

Loan repayments

Overall, 28% of capital expenditure in the plan is funded by borrowing. This percentage is considerably higher in some of the earlier years as this period includes some major upgrade projects in transportation and waste water that are only partially funded by subsidies and in solid waste where no other funding source has been identified. Loans are repaid in accordance with the Liability Management Policy and these repayments are funded by rates. The amount of loan repayments funded from rates exceeds the depreciation funding requirement for those activities to which the loans are applied..

Minor capital projects

There are a few items of capital expenditure that Council believes it would be appropriate to fund

through rates. These items total \$200,000 and Council budgets for additional revenue for the cost of these items.

Summary

As a result of these factors Council only budgets to make a deficit in 2015/16. This arises because, as mentioned above, sizeable capital subsidies are forecast from 2016/17 to 2019/20 and consequently Council proposes a balanced budget for the remaining life of the plan.



COMPREHENSIVE FUNDING IMPACT STATEMENT

The Funding Impact Statement is made up of three parts:

- Rates Information for 2015-16 including the Rating Policy,
- Rates Samples for 2015-16
- The Whole of Council Statement for 2015-25.

The Funding Impact Statement is effected by the Rating Policy and should be read in conjunction with the Revenue and Financing Policy and Financial Statements. The rates information and

Rates Samples are GST inclusive; the Whole of Council Funding Impact Statement is GST exclusive.

Rating Information for 2015-16

Council sets the following rates under the Local Government (Rating) Act 2002:

General Rates:

- General Rate
- Uniform Annual Charge

Targeted Rates:

Kumara Community Rate	Haast Community Rate	Kokatahi / Kowhitirangi Community Rates
Hokitika Community Rate	Water rates	Kaniere Sewerage Capital Contribution Rate
Ross Community Rate	Metered Water Rates	Hannah's Clearing Water Supply Capital Repayment Rate
Harihari Community Rate	Sewerage Rates	Emergency Management Contingency Fund Rate
Whataroa Community Rate	Refuse Collection Rates	
Franz Josef Glacier Community Rate	Tourism Promotion Rate	
Fox Glacier Community Rate	Hokitika Area Promotions Rate	

Details of the activities these rates fund and the rating categories liable for the rates are listed below. This is followed by a table which shows

how the rates are calculated and total revenue sought for each rate.

General Rates

General Rate	A general rate is set and assessed on the capital value of all rateable land in the district. The general rate is set differentially based on the location of the land and use to which the land is put. The differential categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and differential factors are in the Rating Policy.
Uniform Annual General Charge	A uniform annual general charge is set and assessed on all rateable land in the district as a fixed amount per rating unit.
	The general rate and uniform annual general charge fund part of the following activities: democracy, corporate services, inspections and compliance, resource management, emergency management, animal control, community development and assistance, library, museum, public toilets, land and buildings, cemeteries, transportation and solid waste.

Targeted Rates

Kumara Community Rate	The Kumara community rate is set and assessed as an amount per rating unit, on all rateable land in the Kumara community rate zone (as mapped in the Rating Policy). Within that area the rate is set based on the location of the land and the use to which the land is put. The categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and the factors applied are in the Rating Policy. The Kumara community rate funds all or part of the following activities: Transportation, township development fund, and parks and reserves.
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Hokitika Community Rate	<p>The Hokitika community rate is set and assessed as an amount per rating unit, on all rateable land in the Hokitika community rate zone (as mapped in the Rating Policy). Within that area the rate is set differentially based on the location of the land and the use to which the land is put.</p> <p>The differential categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and differential factors are in the Rating Policy.</p> <p>The Hokitika community rate funds all or part of the following activities: Transportation, stormwater, township development fund, parks and reserves, land and buildings (Carnegie Building, RSA Building, Custom House and Band rooms), community development and assistance (Regent Theatre), and swimming pools (Hokitika pool).</p>
Ross Community Rate	<p>The Ross community rate is set and assessed as an amount per rating unit, on all rateable land in the Ross community rate zone (as mapped in the Rating Policy). Within that area the rate is set based on the location of the land and the use to which the land is put.</p> <p>The categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and factors applied are in the Rating Policy.</p> <p>The Ross community rate funds all or part of the following activities: Transportation, township development fund, parks and reserves, community halls (Ross Memorial and Waitaha) and swimming pools (Ross pool).</p>
Harihari Community Rate	<p>The Harihari community rate is set and assessed as an amount per rating unit, on all rateable land in the Harihari community rate zone (as mapped in the Rating Policy). Within that area the rate is set based on the location of the land and the use to which the land is put.</p> <p>The categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and factors applied are in the Rating Policy.</p> <p>The Harihari community rate funds all or part of the following activities: Transportation, township development fund, and parks and reserves.</p>
Whataroa Community Rate	<p>The Whataroa community rate is set and assessed as an amount per rating unit, on all rateable land in the Whataroa community rate zone (as mapped in the Rating Policy). Within that area the rate is set based on the location of the land and the use to which the land is put.</p> <p>The categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and factors applied are in the Rating Policy.</p> <p>The Whataroa community rate funds all or part of the following activities: Transportation, township development fund (including Ōkārito), and parks and reserves.</p>
Franz Josef /Waiau Community Rate	<p>The Franz Josef Glacier community rate is set and assessed as an amount per rating unit, on all rateable land in the Franz Josef /Waiau community rate zone (as mapped in the Rating Policy). Within that area the rate is set differentially based on the location of the land and the use to which the land is put.</p> <p>The differential categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and differential factors are in the Rating Policy.</p> <p>The Franz Josef /Waiau community rate funds all or part of the following activities: Transportation, stormwater, township development fund, parks and reserves and community development & assistance (Glacier Country Promotions).</p>
Fox Glacier Community Rate	<p>The Fox Glacier community rate is set and assessed as an amount per rating unit, on all rateable land in the Fox Glacier community rate zone (as mapped in the Rating Policy). Within that area the rate is set differentially based on the location of the land and the use to which the land is put.</p> <p>The differential categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and differential factors are in the Rating Policy.</p> <p>The Fox Glacier community rate funds all or part of the following activities: Transportation, stormwater, township development fund, parks and reserves and community development & assistance (Glacier Country Promotions).</p>

Haast Community Rate	<p>The Haast community rate is set and assessed as an amount per rating unit, on all rateable land in the Haast community rate zone (as mapped in the Rating Policy). Within that area the rate is set based on the location of the land and the use to which the land is put.</p> <p>The categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and factors applied are in the Rating Policy.</p> <p>The Haast community rate funds all or part of the following activities: Transportation, stormwater, township development fund (Haast, Hannahs Clearing and Neils Beach), parks and reserves and community halls (Haast and Okuru).</p>
Water Rates	<p>Water rates are set and assessed as a fixed amount per connection, on all land, situated in specified locations, to which is provided or is available a council funded water supply service that is not metered.</p> <p>The rate is set differentially depending on the nature of the connection to the land and the use to which the land is put. Commercial properties are defined as they are for the general rate (see Rating Policy).</p> <p>The locations and differential categories are:</p> <ul style="list-style-type: none"> • Hokitika and Kaniere Treated water – Connected (all rating units other than commercial ones) • Hokitika and Kaniere Treated water – Commercial connected • Hokitika and Kaniere Treated water – Unconnected • Rural Townships Treated water – Connected (all rating units other than commercial ones) • Rural Townships Treated water – Commercial connected • Rural Townships Treated water - Unconnected • Rural Townships Untreated – Connected (all rating units other than commercial ones) • Rural Townships Untreated – Commercial connected • Rural Townships Untreated – Unconnected <p>Water rates fund part of the water supply activity.</p>
Metered Water Rates	<p>Water rates are set and assessed as a fixed charge per unit of water supplied on all properties located in a specified location and where the nature of the connection is a metered water supply.</p> <p>The locations are:</p> <ul style="list-style-type: none"> • Hokitika and Kaniere metered water • Rural Townships metered water <p>Metered water rates fund part of the water supply activity.</p> <p>Water rates are set and assessed on the property used as a milk treatment plant in Hokitika for the quantity of water provided on a scale of charges. For 2015/16:</p> <ul style="list-style-type: none"> • Hokitika Milk Treatment Plant metered water 0 to 2,000,000 m³ • Hokitika Milk Treatment Plant metered water greater than 2,000,000 m³ <p>Hokitika Milk Treatment Plant Metered water rates fund part of the water supply activity and as part of the first 2,000,000 m³ includes the cost of finance for the upgrade of the Hokitika Water Supply include the river intake, plant and new trunk main.</p>
Sewerage Rates	<p>Sewerage rates are set and assessed as a fixed amount per water closet or urinal on all land, to which is provided or has available to the land a council funded sewerage supply service.</p> <p>The rates are:</p> <ul style="list-style-type: none"> • Sewerage Connected • Sewerage Unconnected <p>Sewerage rates fund part of the wastewater activity.</p>

Refuse Collection Rates	<p>Refuse collection rates are set and assessed as a fixed amount per bin on all land, located in specific locations, which is provided with a refuse collection service and according to where the land is situated.</p> <p>The locations are:</p> <ul style="list-style-type: none"> • Hokitika refuse collection area • Rural refuse collection area <p>A property may choose to have more than one supply and will pay a full refuse collection rate for each supply.</p> <p>Refuse collection funds part of the solid waste activity.</p>
Tourism Promotion Rate	<p>The tourism promotion rate is set and assessed as an amount per rating unit on all rateable properties in the district.</p> <p>The tourism promotion rate is set differentially based on the use to which the land is put and for commercial use properties on the capital value of the rateable properties.</p> <p>The differential categories are:</p> <ul style="list-style-type: none"> • Commercial <ul style="list-style-type: none"> • Greater than \$10m • Greater than \$3m and up to \$10m • Greater than \$1m and up to \$3m • \$1m or less • Residential, Rural Residential and Rural <p>The definitions of each category are the same as those in the Rating Policy for the general rate.</p> <p>The tourism and promotions rate funds part or all of the following activities: West Coast Wilderness Trail, i-Site and community development & assistance (Tourism West Coast grant).</p>
Hokitika Area Promotions Rate	<p>The Hokitika area promotions rate is set and assessed as a fixed amount per rating unit on all rateable properties defined as commercial use properties (using the same definition as for the general rate) and located in Hokitika (as mapped in the Rating Policy).</p> <p>The Hokitika area promotions rate funds the community development & assistance activity (Enterprise Hokitika grant).</p>
Kokatahi / Kowhitirangi Community Rates	<p>Kokatahi / Kowhitirangi community rates are set and assessed on all rateable properties located in the Kokatahi / Kowhitirangi Community area.</p> <p>The Kokatahi / Kowhitirangi community rate is set as a fixed rate per rating unit and as a rate on the land value per rating unit.</p> <p>The Kokatahi / Kowhitirangi community rate funds the community development & assistance activity (Kokatahi / Kowhitirangi community grant) and the maintenance of the community hall.</p>
Kaniere Sewerage Capital Contribution Rate	<p>The Kaniere sewerage capital contribution rate is set and assessed as a fixed rate per rating unit on all rateable properties that are connected to the Kaniere sewerage scheme and have not repaid the capital amount.</p> <p>The Kaniere Sewerage Capital Contribution Rate funds part of the Waste water activity (Kaniere sewerage upgrade loan).</p>
Hannah's Clearing Water Supply Capital Repayment Rate	<p>The Hannahs Clearing water supply capital repayment rate is set and assessed as a fixed rate per rating unit on all rateable properties located in Hannahs Clearing where the nature of the connection is a Council funded water supply.</p> <p>The Hannahs Clearing water supply capital repayment rate funds part of the water supply activity.</p>
Emergency Management Contingency Fund Rate	<p>The emergency management contingency fund rate is set and assessed on the land value of all rateable properties in the district.</p> <p>The emergency management contingency fund rate funds part of the emergency management & rural fire activity.</p>

Council will accept lump sum contributions equivalent to the capital portion of the rate outstanding on the following rates:

- Kaniere Sewerage Capital Contribution Rate
- Hannahs Clearing Water Supply Capital Repayment Rate.

Rating Information

The following table quantifies the amounts and total revenue for each rate for 2015/16.

Rate	Factor	Sector				Totals		
		Rural	Rural Residential	Residential	Commercial	Units	Inc GST \$	Revenue Ex GST \$
General Rates								
General Rate	Capital Value	1,085,821,600	354,654,500	564,317,600	383,374,000	2,388,167,700		
	Per \$ Capital Value	0.0014700	0.0011025	0.0014700	0.0029400			
Uniform Annual General Charge	Revenue	1,596,210	390,950	829,471	1,127,118		3,943,749	3,429,347
	Rateable Units	1,435	1,252	2,489	331	5,507		
	Each	628.70	628.70	628.70	628.70			
	Revenue	902,185	787,132	1,564,834	208,100		3,462,249	3,010,651
Total General Rates		2,498,395	1,178,082	2,394,305	1,335,218		7,405,998	6,439,998
Targeted Rates								
Community Rates								
Kumara	Rateable Units	110	124	175	10	419		
	Each	120.00	120.00	120.00	120.00			
	Revenue	13,200	14,880	21,000	1,200		50,280	43,722
Hokitika	Rateable Units	605	652	1,675	169	3,101		
	Each	312.00	312.00	416.10	832.20			
	Revenue	188,916	203,424	697,175	140,642		1,230,157	1,069,702
Ross	Rateable Units	125	22	169	10	326		
	Each	267.90	267.90	267.90	267.90			
	Revenue	33,487	5,894	45,275	2,679		87,335	75,943
Harihari	Rateable Units	107	32	94	12	245		
	Each	98.20	98.20	98.20	98.20			
	Revenue	10,507	3,142	9,231	1,178		24,058	20,920
Whataroa	Rateable Units	98	87	56	16	257		
	Each	137.50	137.50	137.50	137.50			
	Revenue	13,475	11,962	7,700	2,200		35,337	30,728
Franz Josef	Rateable Units	81	43	156	48	328		
	Each	257.30	257.30	343.10	686.20			
	Revenue	20,841	11,064	53,523	32,937		118,365	102,926

Rate	Factor	Sector				Totals		
		Rural	Rural Residential	Residential	Commercial	Units	Inc GST \$	Revenue Ex GST \$
Fox Glacier	Rateable Units	78	55	86	31	250		
	Each	25750	25750	343,30	686,60			
	Revenue	20,085	14,162	29,524	21,285		85,056	73,962
Haast	Rateable Units	174	223	78	23	498		
	Each	111,30	111,30	111,30	111,30			
	Revenue	19,366	24,820	8,681	2,560		55,427	48,197
Total Community Rates		1,378	1,238	2,489	319	5,424		
Rateable Units		319,877	289,348	872,109	204,681		1,686,015	1,466,100
Revenue								



Other Targeted Rates

Rate	Factor	Unit Amounts				Totals		
		\$	\$	\$	\$	Units	Inc GST \$	Revenue Ex GST \$

Refuse Collection Rates

Hokitika Refuse Collection	Per bin				289.00	1,583	457,487	
Rural Refuse Collection	Per bin				268.30	1,370	367,571	
Total Refuse Collection Rates						2,953	825,058	717,442

Water Supply Rates

		Connected non commercial		Connected Commercial	Unconnected			
Rural Township Untreated Water	Each	288.00		480.10	144.00	270 / 13 / 0		
Rural Township Treated Water	Each	384.10		660.40	192.00	527 / 29 / 0		
Hokitika/Kaniere Water	Each	384.10		660.40	192.00	1,817 / 4 / 0	1,006,231	
Hannah's Clearing Capital	Each				575.00	11	6,325	
Hokitika Milk Treatment Plant Fixed Water Rate up to \$2,000,000 m3	Each				3,312,000.00	1	3,312,000	

Metered Water Rates

Hokitika Milk Treatment Plant Metered Water Rate above 2,000,000 m3	Per m3							
Hokitika / Kaniere Metered Water Rates	Per m3				1.30			
Rural Townships: Fox Glacier / Franz Josef / Whataroa / Harihari Meter Water Rates	Per m3				1.07		178,250	

Total Water Supply Rates							4,502,806	3,915,483
Rate	Factor	Unit Amounts				Units	Revenue	

Sewerage Supply Rates

Connected	Each				266.00	3,720	989,444	
Unconnected	Each				133.00	160	21,280	
Total							1,010,724	
Kaniere Sewerage Capital	Each				417.00	61	25,437	
Total Sewerage Rates							1,036,161	901,010

Rate	Factor	Unit Amounts					Totals				
							Units		Revenue		
		\$	\$	\$	\$	\$		Inc GST \$	Ex GST \$		
Kokatahi / Kowhitirangi Community Rates											
Land Value	Per \$ Value					0.0000421	233,763,000	9,831			
Uniform Basis	Rateable Units					51.00	181	9,231			
Total Kokatahi / Kowhitirangi Community Rates								19,062	16,576		
Hokitika Area Promotions Rate											
	Rateable Units					332.20	135	44,847	38,997		
Tourism Promotions Rates											
Non Commercial	Each					11.30	5,175	58,475			
Commercial within Capital Value Range:	Over \$10 million	\$3 - 10 million	\$1 - 3 million	\$0 - 1 million							
	Units	5	14	74		239	332				
	Each	7,421.60	3,710.80	1,484.40		742.10					
	Revenue	37,108	51,951	109,846		177,362		376,267			
Total Tourism Promotions Rates							5,507	434,742	378,035		
Total Other Targeted Rates								6,862,676	5,967,543		
Total Rates								15,954,690	13,873,643		



Figure 23: Rates samples

<i>Example property</i>	<i>Capital value (2015)</i>	<i>Actual rates in 2014/15</i>	<i>Comparatives with new rates system using 2014/15 budget after consultation</i>	<i>Draft LTP</i>	<i>Proposed rates for 2015/16</i>	<i>The dollar movement from 2014/15</i>
	\$	\$	\$	\$	\$	\$
Kumara residential	245,000	1,488	1,576	1,828	1,676	\$188
Awatuna rural-residential	475,000	1,353	1,574	1,817	1,744	\$391
Keogan's Road residential	490,000	1,257	1,590	1,831	1,760	\$503
Brickfield Road residential	460,000	1,892	2,353	2,502	2,385	\$493
Kaniere residential	255,000	2,091	2,285	2,522	2,349	\$258
Hokitika residential	325,000	2,468	2,404	2,624	2,473	\$5
Hokitika residential	210,000	2,459	2,242	2,491	2,304	-\$155
Hokitika Beachfront residential	310,000	3,811	2,383	2,606	2,451	-\$1,360
Ross residential	180,000	1,731	1,790	2,000	1,825	\$94
Whataroa residential	175,000	1,363	1,378	1,584	1,419	\$56
Ōkārito rural- residential	300,000	1,152	928	1,286	1,108	-\$44
Franz Josef residential	325,000	2,066	2,152	2,174	2,111	\$45
Okuru rural- residential	240,000	884	810	1,205	1,016	\$132
Kowhitirangi Farm	3,500,000	5,099	5,811	4,491	6,257	\$1,158
Waitaha Farm	1,850,000	3,088	3,354	2,763	3,627	\$539
Hokitika Shop	290,000	5,380	4,359	4,468	4,593	-\$787
Hokitika Motel	1,320,000	11,705	10,194	10,435	11,437	-\$268
Hari Hari commercial	850,000	4,207	4,434	4,183	4,628	\$421
Franz Josef Hotel	12,400,000	72,593	72,877	71,829	82,166	\$9,573
Haast commercial	1,750,000	4,609	6,669	6,282	7,369	\$2,760



Figure 24: Whole of Council Funding Impact Statement

	LTP										
	Annual Plan	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING FUNDING											
<i>Sources of operating funding</i>											
6,516,000	General rates, UAGC and rates penalties	6,676,879	7,113,397	7,672,682	8,178,625	8,222,445	8,391,088	8,407,934	8,572,533	8,826,954	8,912,300
4,614,000	Targeted rates	7,356,764	7,872,264	8,321,640	8,611,850	8,972,113	8,284,218	8,796,747	9,001,171	9,174,214	9,309,489
1,829,000	Grants, subsidies and donations	1,571,965	1,694,979	1,631,063	1,423,370	1,458,421	1,497,009	1,538,035	1,583,579	1,630,956	1,685,404
2,757,000	Fees and charges	2,000,348	2,058,673	2,102,644	2,179,310	2,244,956	2,302,466	2,373,333	2,460,498	2,533,924	2,623,912
-	Interest and dividends from investments	547,000	560,675	575,253	590,784	607,917	626,155	645,565	666,869	689,543	714,366
120,000	Local authorities fuel tax, fines, infringement fees and other	3,698,275	3,940,623	3,900,355	3,960,331	4,083,509	4,159,740	4,195,138	4,327,456	4,424,934	4,551,410
15,836,000	Total operating funding	21,851,231	23,240,612	24,203,636	24,944,270	25,589,361	25,260,676	25,956,753	26,612,106	27,280,524	27,796,881
<i>Applications of operating funding</i>											
12,930,000	Payments to staff and suppliers	17,329,732	17,927,396	18,065,342	18,503,738	19,050,348	19,482,551	19,868,439	20,497,968	21,183,157	21,721,291
945,000	Finance costs	882,473	851,836	942,663	1,079,413	1,071,640	1,052,414	1,050,676	1,011,901	961,231	913,912
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
13,875,000	Total applications of operating funding	18,212,205	18,779,232	19,008,004	19,583,151	20,121,988	20,534,965	20,919,115	21,509,869	22,144,387	22,635,203
1,961,000	Surplus/(deficit) of operating funding	3,639,026	4,461,380	5,195,632	5,361,119	5,467,373	4,725,711	5,037,638	5,102,237	5,136,136	5,161,678
CAPITAL FUNDING											
<i>Sources of capital funding</i>											
1,344,000	Grants, subsidies and donations	1,488,660	3,277,934	3,579,362	2,643,443	1,602,085	1,646,232	1,693,321	1,744,826	1,800,742	1,859,609
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
830,000	Increase/(decrease) in debt	(1,671,280)	(1,968,590)	(1,933,106)	(179,342)	(426,413)	(45,608)	(868,638)	(1,132,981)	(1,058,499)	(1,281,624)
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
2,174,000	Total capital funding	(182,620)	1,309,344	1,646,256	2,464,101	1,175,672	1,600,624	824,683	611,845	742,243	577,985
<i>Applications of capital funding</i>											
-	Capital expenditure - meet additional demand	76,500	71,238	46,814	75,130	49,484	39,503	40,745	42,090	43,505	45,057
420,000	Capital expenditure - improve level of service	208,000	3,804,980	3,813,060	2,709,950	1,400,380	1,152,000	-	194,700	391,785	-

2,817,000	Capital expenditure - replace existing assets	3,819,500	4,229,316	5,051,453	3,735,891	3,909,114	2,945,061	3,290,384	3,620,404	3,187,819	4,398,141
898,000	Increase/(decrease) in reserves	(647,594)	(2,334,809)	(2,069,439)	1,304,250	1,284,068	2,189,771	2,531,193	1,856,889	2,255,272	1,296,465
-	Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
4,135,000	Total applications of capital funding	3,456,406	5,770,724	6,841,888	7,825,220	6,643,045	6,326,335	5,862,322	5,714,083	5,878,380	5,739,663
(1,961,000)	Surplus/(deficit) of Capital Funding	(3,639,026)	(4,461,380)	(5,195,632)	(5,361,119)	(5,467,373)	(4,725,711)	(5,037,638)	(5,102,237)	(5,136,136)	(5,161,678)
-	Funding balance	-	-	-	-	-	-	-	-	-	-



**Prospective Statement of Comprehensive Revenue And Expense
for the years ended 30 June 2016 - 2025**

Annual Plan		LTP										
30 June 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025		
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Operating Revenue												
11,226,000	Rates	13,873,643	14,821,661	15,826,058	16,617,668	17,016,740	16,492,153	17,015,851	17,378,642	17,799,473	18,012,834	
-	Rates penalties	160,000	164,000	168,264	172,807	177,819	183,153	188,831	195,062	201,694	208,955	
-	Finance revenue	547,000	560,675	575,253	590,784	607,917	626,155	645,565	666,869	689,543	714,366	
3,068,000	Fees and charges	2,000,348	2,058,673	2,102,644	2,179,310	2,244,956	2,302,466	2,373,333	2,460,498	2,533,924	2,623,912	
-	External recoveries	91,445	118,312	96,117	98,682	126,825	104,525	107,734	137,404	115,005	119,067	
-	Commissions	78,600	80,488	82,502	78,110	80,299	82,629	76,308	78,752	81,353	84,123	
2,994,000	NZTA subsidy	3,017,625	3,903,876	4,113,630	2,939,392	3,012,877	3,094,224	3,180,863	3,276,289	3,377,854	3,489,323	
120,000	Petrol tax	120,000	121,680	124,357	127,342	130,525	134,049	137,803	141,937	146,337	151,166	
20,000	Grants and subsidies	43,000	1,069,038	1,096,795	1,127,421	47,629	49,017	50,494	52,117	53,844	55,690	
-	Rentals	119,440	124,696	121,398	100,718	103,285	106,017	114,254	117,448	120,847	124,501	
-	Contributions	-	-	-	-	-	-	-	-	-	-	
-	Forestry harvest	-	-	-	-	-	-	-	-	-	-	
-	Assets vested in council	-	-	-	-	-	-	-	-	-	-	
-	Profit on sale of assets	-	-	-	-	-	-	-	-	-	-	
-	Share revaluation	-	-	-	-	-	-	-	-	-	-	
-	Revaluation gains	-	-	-	-	-	-	-	-	-	-	
-	Miscellaneous revenue	42,900	43,959	45,088	46,291	47,619	49,033	50,538	52,189	53,947	55,856	
-	Internal charges											
17,428,000	Total operating revenue	20,094,001	23,067,058	24,352,105	24,078,526	23,596,489	23,223,421	23,941,573	24,557,207	25,173,822	25,639,792	
Operating Expenditure												
1,202,000	Leadership	1,352,698	1,251,791	1,251,067	1,245,697	1,332,623	1,284,730	1,310,857	1,403,676	1,358,109	1,386,231	
5,341,000	Transportation	5,931,450	6,059,349	6,190,961	6,380,676	6,502,517	6,614,735	6,811,362	6,972,954	7,110,610	7,376,066	
2,767,000	Water Supply	3,189,034	3,346,289	3,370,460	3,325,742	3,399,139	3,354,916	3,269,894	3,364,429	3,441,167	3,523,229	
951,000	Wastewater	1,035,660	1,132,289	1,189,551	1,293,250	1,377,895	1,448,210	1,938,928	1,963,833	1,974,705	1,941,792	
578,000	Stormwater	483,507	503,576	517,078	528,240	591,836	562,811	562,077	570,041	584,537	601,889	

2,301,000	Solid Waste	2,349,692	2,422,121	2,419,793	2,607,777	2,567,240	2,632,733	2,671,494	2,742,897	2,818,975	2,902,309
975,000	Community Services	991,400	988,961	1,001,865	1,022,861	1,047,364	1,072,046	1,094,852	1,124,328	1,154,000	1,185,529
2,608,000	Leisure Services & Facilities	3,122,816	3,186,505	3,211,858	3,295,774	3,337,830	3,374,175	3,360,146	3,449,292	3,540,983	3,636,881
1,858,000	Planning & Regulatory	1,978,136	2,019,641	2,165,015	2,058,887	2,131,092	2,271,457	2,232,872	2,270,514	2,467,445	2,403,384
-	Bad debts	-	-	-	-	-	-	-	-	-	-
-	Loss on sale of assets	-	-	-	-	-	-	-	-	-	-
-	Revaluation losses	-	-	-	-	-	-	-	-	-	-
18,581,000	Total operating expenditure	20,434,392	20,910,522	21,317,647	21,758,904	22,287,535	22,615,814	23,252,480	23,861,965	24,450,530	24,957,308
(1,153,000)	Surplus/(deficit) before tax	(340,391)	2,156,536	3,034,458	2,319,622	1,308,954	607,608	689,093	695,242	723,292	682,484
-	Taxation expense	-	-	-	-	-	-	-	-	-	-
(1,153,000)	Surplus/(deficit) after tax	(340,391)	2,156,536	3,034,458	2,319,622	1,308,954	607,608	689,093	695,242	723,292	682,484

Note: Total expenditure includes the following

5,319,000	Depreciation	5,468,077	5,582,778	5,740,536	5,684,940	5,760,504	5,764,335	6,041,867	6,151,822	6,213,587	6,338,803
772,000	Finance expenditure	882,473	851,836	942,663	1,079,413	1,071,640	1,052,414	1,050,676	1,011,901	961,231	913,912

Comprehensive Revenue

Annual Plan		LTP									
30 June 2015		30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
\$		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
(1,153,000)	Surplus/(deficit) after tax	(340,391)	2,156,536	3,034,458	2,319,622	1,308,954	607,608	689,093	695,242	723,292	682,484
-	Increase/(decrease) in restricted reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(decrease) in revaluation reserves	3,730,371	-	12,405,354	6,884,774	-	18,291,599	9,507,981	-	22,796,120	12,363,906
-	Financial assets at fair value through other comprehensive revenue	-	-	-	-	-	-	-	-	-	-
-	Total other comprehensive revenue	3,730,371	-	12,405,354	6,884,774	-	18,291,599	9,507,981	-	22,796,120	12,363,906
(1,153,000)	Total comprehensive revenue	3,389,980	2,156,536	15,439,812	9,204,396	1,308,954	18,899,207	10,197,074	695,242	23,519,411	13,046,390

Prospective Statement of Changes In Net Assets / Equity for the years ended 30 June 2016 - 2025

Annual Plan		LTP										
30 June 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025		
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
374,339,000	377,945,141	381,335,121	383,491,657	398,931,468	408,135,865	409,444,819	428,344,025	438,541,099	439,236,341	462,755,753		
(1,153,000)	3,389,980	2,156,536	15,439,812	9,204,396	1,308,954	18,899,207	10,197,074	695,242	23,519,411	13,046,390		
373,186,000	381,335,121	383,491,657	398,931,468	408,135,865	409,444,819	428,344,025	438,541,099	439,236,341	462,755,753	475,802,143		
	Components of equity											
153,104,000	153,594,646	152,759,395	153,109,665	153,063,469	153,921,994	153,784,231	152,032,098	150,012,375	148,665,118	146,939,169		
(1,153,000)	(340,391)	2,156,536	3,034,458	2,319,622	1,308,954	607,608	689,093	695,242	723,292	682,484		
(1,788,000)	(494,860)	(1,806,266)	(3,080,654)	(1,461,097)	(1,446,717)	(2,359,741)	(2,708,815)	(2,042,499)	(2,449,240)	(1,499,158)		
150,163,000	152,759,395	153,109,665	153,063,469	153,921,994	153,784,231	152,032,098	150,012,375	148,665,118	146,939,169	146,122,496		
218,773,000	221,111,495	224,841,866	224,841,866	237,247,219	244,131,993	244,131,993	262,423,593	271,931,574	271,931,574	294,727,693		
-	3,730,371	-	12,405,354	6,884,774	-	18,291,599	9,507,981	-	22,796,120	12,363,906		
218,773,000	224,841,866	224,841,866	237,247,219	244,131,993	244,131,993	262,423,593	271,931,574	271,931,574	294,727,693	307,091,599		
2,462,000	3,239,000	3,733,860	5,540,126	8,620,780	10,081,877	11,528,594	13,888,335	16,597,151	18,639,650	21,088,890		
1,788,000	494,860	1,806,266	3,080,654	1,461,097	1,446,717	2,359,741	2,708,815	2,042,499	2,449,240	1,499,158		
-	-	-	-	-	-	-	-	-	-	-		
4,250,000	3,733,860	5,540,126	8,620,780	10,081,877	11,528,594	13,888,335	16,597,151	18,639,650	21,088,890	22,588,048		
373,186,000	381,335,121	383,491,657	398,931,468	408,135,865	409,444,819	428,344,025	438,541,099	439,236,341	462,755,753	475,802,143		



Prospective Statement of Financial Position as at 30 June 2016 - 2025

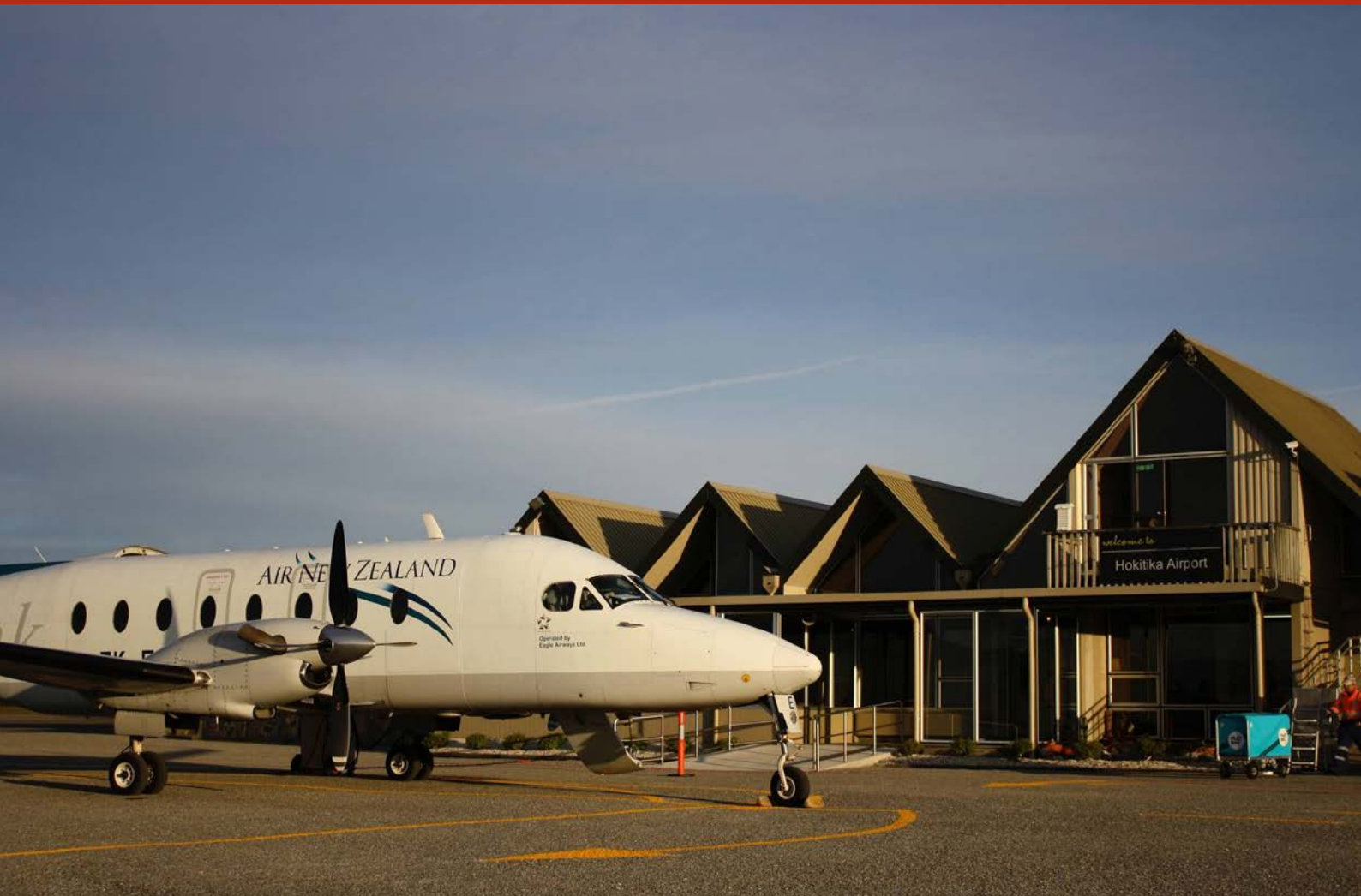
Annual Plan		LTP									
30 June 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
ASSETS											
Current assets											
2,617,000	2,582,046	2,580,678	3,070,648	6,623,295	9,133,139	12,555,882	5,462,885	7,334,998	9,604,424	10,922,988	
2,303,000	2,238,072	2,542,874	2,664,123	2,645,397	2,607,399	2,580,114	2,651,377	2,719,158	2,788,615	2,843,773	
-	-	-	-	-	-	-	-	-	-	-	
982,000	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	
5,902,000	4,820,118	5,123,552	5,734,771	9,268,693	11,740,538	15,135,996	8,114,262	10,054,156	12,393,039	13,766,761	
Non-current assets											
378,982,000	389,064,789	389,025,044	401,968,688	407,521,492	406,003,965	421,515,793	437,944,036	435,649,408	455,855,048	466,323,349	
-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	
-	-	-	-	-	-	-	-	-	-	-	
-	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	
-	57,000	57,000	57,000	57,000	57,000	57,000	57,000	57,000	57,000	57,000	
8,758,000	8,695,000	8,695,000	8,695,000	8,695,000	8,695,000	8,695,000	8,695,000	8,695,000	8,695,000	8,695,000	
65,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	
-	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	
387,805,000	399,344,789	399,305,044	412,248,688	417,801,492	416,283,965	431,795,793	448,224,036	445,929,408	466,135,048	476,603,349	
393,707,000	404,164,907	404,428,596	417,983,459	427,070,184	428,024,503	446,931,789	456,338,298	455,983,564	478,528,087	490,370,110	
LIABILITIES											
Current liabilities											
2,117,000	2,270,712	2,336,083	2,373,148	2,422,968	2,481,883	2,521,851	2,585,300	2,652,491	2,719,258	2,778,329	
-	1,712,330	1,799,538	2,057,506	2,131,361	1,197,608	1,255,208	1,274,546	1,281,624	1,281,624	1,281,624	
180,000	236,000	240,484	245,294	250,445	255,955	261,842	268,126	274,829	281,974	289,588	
70,000	-	-	-	-	-	-	-	-	-	-	
-	3,000	3,075	3,155	3,240	3,334	3,434	3,541	3,657	3,782	3,918	

158,000	Other current liabilities	193,000	197,825	202,968	208,449	214,494	220,928	227,777	235,294	243,294	252,052
2,525,000	Total current liabilities	4,415,042	4,577,005	4,882,071	5,016,462	4,153,273	4,263,263	4,359,289	4,447,895	4,529,932	4,605,511
Non-current liabilities											
747,000	Provisions	1,666,000	1,666,000	1,666,000	1,666,000	1,666,000	1,666,000	1,666,000	1,666,000	1,666,000	1,666,000
16,536,000	Borrowings	16,471,744	14,415,946	12,224,872	11,971,675	12,479,015	12,375,807	11,487,831	10,347,772	9,289,273	8,007,649
63,000	Employee entitlements	52,000	52,988	54,048	55,183	56,397	57,694	59,079	60,556	62,130	63,807
-	Derivative financial instruments	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000
-	Deferred tax	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
650,000	Other non-current liabilities	-	-	-	-	-	-	-	-	-	-
17,996,000	Total non-current liabilities	18,414,744	16,359,934	14,169,920	13,917,858	14,426,412	14,324,501	13,437,909	12,299,327	11,242,403	9,962,456
Equity											
150,935,000	Public equity	152,759,395	153,109,665	153,063,469	153,921,994	153,784,231	152,032,098	150,012,375	148,665,118	146,939,169	146,122,496
4,520,000	Restricted reserves	3,733,860	5,540,126	8,620,780	10,081,877	11,528,594	13,888,335	16,597,151	18,639,650	21,088,890	22,588,048
217,731,000	Asset revaluation reserves	224,841,866	224,841,866	237,247,219	244,131,993	244,131,993	262,423,593	271,931,574	271,931,574	294,727,693	307,091,599
-	Other reserves	-	-	-	-	-	-	-	-	-	-
373,186,000	Total equity	381,335,121	383,491,657	398,931,468	408,135,865	409,444,819	428,344,025	438,541,099	439,236,341	462,755,753	475,802,143
393,707,000	Total liabilities and equity	404,164,907	404,428,596	417,983,459	427,070,184	428,024,503	446,931,789	456,338,298	455,983,564	478,528,087	490,370,110



3,237,000	4,104,000	5,543,033	6,278,827	4,352,970	4,242,978	2,984,564	12,962,128	3,857,194	3,623,108	4,443,198
(3,237,000)	(4,104,000)	(5,543,033)	(6,278,827)	(4,352,970)	(4,242,978)	(2,984,564)	(12,962,128)	(3,857,194)	(3,623,108)	(4,443,198)
CASH FLOWS FROM FINANCING ACTIVITIES										
<i>Cash was received from:</i>										
835,000	801,000	3,743,740	4,866,432	1,878,164	1,704,948	1,152,000	386,570	141,565	223,125	-
835,000	801,000	3,743,740	4,866,432	1,878,164	1,704,948	1,152,000	386,570	141,565	223,125	-
<i>Cash was applied to:</i>										
424,000	2,472,280	5,712,330	6,799,538	2,057,506	2,131,361	1,197,608	1,255,208	1,274,546	1,281,624	1,281,624
424,000	2,472,280	5,712,330	6,799,538	2,057,506	2,131,361	1,197,608	1,255,208	1,274,546	1,281,624	1,281,624
411,000	(1,671,280)	(1,968,590)	(1,933,106)	(179,342)	(426,413)	(45,608)	(868,638)	(1,132,981)	(1,058,499)	(1,281,624)
914,000	(223,954)	(1,367)	489,972	3,552,648	2,509,844	3,422,741	(7,092,995)	1,872,111	2,269,426	1,318,565
1,703,000	2,806,000	2,582,046	2,580,679	3,070,651	6,623,299	9,133,143	12,555,883	5,462,888	7,334,999	9,604,426
2,617,000	2,582,046	2,580,679	3,070,651	6,623,299	9,133,143	12,555,883	5,462,888	7,334,999	9,604,426	10,922,991
REPRESENTED BY:										
2,617,000	2,582,046	2,580,679	3,070,651	6,623,299	9,133,143	12,555,884	5,462,888	7,335,000	9,604,425	10,922,991
2,617,000	2,582,046	2,580,679	3,070,651	6,623,299	9,133,143	12,555,884	5,462,888	7,335,000	9,604,425	10,922,991





Hokitika Airport is the West Coast's regional airport

Prospective Funding Impact Statement
for the years ended 30 June 2016 - 2025

<i>Annual Plan</i>		<i>LTP</i>									
30 June 2015		30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
\$		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING FUNDING											
<i>Sources of operating funding</i>											
6,516,000	General rates, UAGC and rates penalties	6,676,879	7,113,397	7,672,682	8,178,625	8,222,445	8,391,088	8,407,934	8,572,533	8,826,954	8,912,300
4,614,000	Targeted rates	7,356,764	7,872,264	8,321,640	8,611,850	8,972,113	8,284,218	8,796,747	9,001,171	9,174,214	9,309,489
1,829,000	Grants, subsidies and donations	1,571,965	1,694,979	1,631,063	1,423,370	1,458,421	1,497,009	1,538,035	1,583,579	1,630,956	1,685,404
2,757,000	Fees and charges	2,000,348	2,058,673	2,102,644	2,179,310	2,244,956	2,302,466	2,373,333	2,460,498	2,533,924	2,623,912
-	Interest and dividends from investments	547,000	560,675	575,253	590,784	607,917	626,155	645,565	666,869	689,543	714,366
120,000	Local authorities fuel tax, fines, infringement fees and other	3,698,275	3,940,623	3,900,355	3,960,331	4,083,509	4,159,740	4,195,138	4,327,456	4,424,934	4,551,410
15,836,000	Total operating funding	21,851,231	23,240,612	24,203,636	24,944,270	25,589,361	25,260,676	25,956,753	26,612,106	27,280,524	27,796,881
<i>Applications of operating funding</i>											
12,930,000	Payments to staff and suppliers	17,329,732	17,927,396	18,065,342	18,503,738	19,050,348	19,482,551	19,868,439	20,497,968	21,183,157	21,721,291
945,000	Finance costs	882,473	851,836	942,663	1,079,413	1,071,640	1,052,414	1,050,676	1,011,901	961,231	913,912
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
13,875,000	Total applications of operating funding	18,212,205	18,779,232	19,008,004	19,583,151	20,121,988	20,534,965	20,919,115	21,509,869	22,144,387	22,635,203
1,961,000	Surplus/(deficit) of operating funding	3,639,026	4,461,380	5,195,632	5,361,119	5,467,373	4,725,711	5,037,638	5,102,237	5,136,136	5,161,678
CAPITAL FUNDING											
<i>Sources of capital funding</i>											
1,344,000	Grants, subsidies and donations	1,488,660	3,277,934	3,579,362	2,643,443	1,602,085	1,646,232	1,693,321	1,744,826	1,800,742	1,859,609
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
830,000	Increase/(decrease) in debt	(1,671,280)	(1,968,590)	(1,933,106)	(179,342)	(426,413)	(45,608)	(868,638)	(1,132,981)	(1,058,499)	(1,281,624)
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
2,174,000	Total capital funding	(182,620)	1,309,344	1,646,256	2,464,101	1,175,672	1,600,624	824,683	611,845	742,243	577,985
<i>Applications of capital funding</i>											
-	Capital expenditure - meet additional demand	76,500	71,238	46,814	75,130	49,484	39,503	40,745	42,090	43,505	45,057

420,000	Capital expenditure - improve level of service	208,000	3,804,980	3,813,060	2,709,950	1,400,380	1,152,000	-	194,700	391,785	-
2,817,000	Capital expenditure - replace existing assets	3,819,500	4,229,316	5,051,453	3,735,891	3,909,114	2,945,061	3,290,384	3,620,404	3,187,819	4,398,141
898,000	Increase/(decrease) in reserves	(647,594)	(2,334,809)	(2,069,439)	1,304,250	1,284,068	2,189,771	2,531,193	1,856,889	2,255,272	1,296,465
-	Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-
4,135,000	Total applications of capital funding	3,456,406	5,770,724	6,841,888	7,825,220	6,643,045	6,326,335	5,862,322	5,714,083	5,878,380	5,739,663
(1,961,000)	Surplus/(deficit) of Capital Funding	(3,639,026)	(4,461,380)	(5,195,632)	(5,361,119)	(5,467,373)	(4,725,711)	(5,037,638)	(5,102,237)	(5,136,136)	(5,161,678)
-	Funding balance	-	-	-	-	-	-	-	-	-	-



Prospective Reconciliation of Net Surplus/(Deficit) to Council Funding Impact Statement for the years ended 30 June 2016 - 2025

Annual Plan		LTP										
30 June 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025		
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
	Operating surplus/(deficit) from cost of service statements											
(4,123) Leadership	121,875	371,821	309,225	271,810	286,530	280,635	311,385	296,935	284,205	284,205	284,205	
(1,958,333) Transportation	(905,637)	80,284	649,255	(271,005)	(261,993)	(238,304)	(267,107)	(258,992)	(225,477)	(225,477)	(266,489)	
482,971 Water Supply	727,687	835,746	976,680	1,018,979	1,029,831	226,060	226,060	226,060	226,060	226,060	226,060	
(159,791) Wastewater	(89,311)	980,611	1,143,838	1,283,917	273,426	341,948	399,548	415,316	422,394	422,394	422,394	
(150,520) Stormwater	(49,498)	(23,042)	17,160	37,220	37,220	37,220	37,220	37,220	37,220	37,220	37,220	
(105,186) Solid Waste	19,365	36,399	37,775	51,264	45,847	61,790	83,530	82,780	82,780	82,780	82,780	
(3,644) Community Services	(46,523)	(11,543)	(6,028)	(6,028)	(6,255)	(6,252)	(6,252)	(6,559)	(6,559)	(6,559)	(6,559)	
(115,193) Leisure Services & Facilities	(93,775)	(114,644)	(98,181)	(71,396)	(100,653)	(100,640)	(100,601)	(103,004)	(103,004)	(103,004)	(103,004)	
(662) Planning & Regulatory	(24,573)	904	4,732	4,860	5,001	5,151	5,311	5,486	5,673	5,673	5,877	
- Administration and support services	-	-	-	-	-	-	-	-	-	-	-	
- add Vested assets	-	-	-	-	-	-	-	-	-	-	-	
- add Interest on internal borrowing	-	-	-	-	-	-	-	-	-	-	-	
(2,014,481) Surplus/(deficit) after tax per Statement of Financial Performance	(340,391)	2,156,536	3,034,458	2,319,622	1,308,955	607,608	689,093	695,242	723,292	723,292	682,484	
- add Proceeds from sale of assets not included in the FIS	-	-	-	-	-	-	-	-	-	-	-	
- less Vested assets and interest on internal borrowing not included in the FIS	-	-	-	-	-	-	-	-	-	-	-	
(2,014,481) Surplus/(deficit) before vested assets and internal interest	(340,391)	2,156,536	3,034,458	2,319,622	1,308,955	607,608	689,093	695,242	723,292	723,292	682,484	
(1,344,001) less Capital grants, subsidies and donations	(1,488,660)	(3,277,934)	(3,579,362)	(2,643,443)	(1,602,085)	(1,646,232)	(1,693,321)	(1,744,826)	(1,800,742)	(1,800,742)	(1,859,609)	
- less Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-	
- less Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	
5,318,637 add Depreciation not included in the FIS	5,468,077	5,582,778	5,740,536	5,684,940	5,760,504	5,764,335	6,041,867	6,151,822	6,213,587	6,213,587	6,338,803	
1,960,155 Surplus/(deficit) of operating funding	3,639,026	4,461,380	5,195,632	5,361,119	5,467,374	4,725,711	5,037,639	5,102,238	5,136,137	5,136,137	5,161,678	
1,960,155 Balance as per Council FIS surplus/(deficit) of funding	3,639,026	4,461,380	5,195,632	5,361,119	5,467,373	4,725,711	5,037,638	5,102,237	5,136,136	5,136,136	5,161,678	



STATEMENT OF SPECIAL FUNDS RESERVES

<i>Annual Plan</i>		<i>LTP</i>											
30 June 2015		30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025		
\$		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Council Created Reserve Funds													
<i>Kumara Township Fund</i>													
14,000	Opening Balance	-	-	-	-	-	-	-	-	-	-	-	-
14,000	Deposits	-	-	-	-	-	-	-	-	-	-	-	-
14,000	Withdrawals	-	-	-	-	-	-	-	-	-	-	-	-
14,000	Closing Balance	-	-	-	-	-	-	-	-	-	-	-	-
<i>Harihari Township Fund</i>													
14,000	Opening Balance	14,000	630	658	688	719	751	785	820	857	896	896	896
14,000	Deposits	630	28	30	31	32	34	35	37	39	40	40	40
14,000	Withdrawals	14,000	-	-	-	-	-	-	-	-	-	-	-
14,000	Closing Balance	630	658	688	719	751	785	820	857	896	936	936	936
<i>Whataroa Township Fund</i>													
49,000	Opening Balance	14,000	630	658	688	719	751	785	820	857	896	896	896
15,000	Deposits	630	28	30	31	32	34	35	37	39	40	40	40
14,000	Withdrawals	14,000	-	-	-	-	-	-	-	-	-	-	-
50,000	Closing Balance	630	658	688	719	751	785	820	857	896	936	936	936
<i>Ross Township Fund</i>													
27,000	Opening Balance	-	-	-	-	-	-	-	-	-	-	-	-
15,000	Deposits	-	-	-	-	-	-	-	-	-	-	-	-
14,000	Withdrawals	-	-	-	-	-	-	-	-	-	-	-	-
28,000	Closing Balance	-	-	-	-	-	-	-	-	-	-	-	-
<i>Haast Township Fund</i>													
17,000	Opening Balance	14,000	14,630	15,288	15,976	16,695	17,446	18,231	19,051	19,908	20,804	20,804	20,804
14,000	Deposits	630	658	688	719	751	785	820	857	896	936	936	936
14,000	Withdrawals	-	-	-	-	-	-	-	-	-	-	-	-
17,000	Closing Balance	14,630	15,288	15,976	16,695	17,446	18,231	19,051	19,908	20,804	21,740	21,740	21,740

Franz Township Fund												
35,000	Opening Balance	36,000	37,620	39,313	41,082	42,931	44,863	46,882	48,992	51,197	53,501	
36,000	Deposits	1,620	1,693	1,769	1,849	1,932	2,019	2,110	2,205	2,304	2,408	
35,000	Withdrawals	-	-	-	-	-	-	-	-	-	-	
36,000	Closing Balance	37,620	39,313	41,082	42,931	44,863	46,882	48,992	51,197	53,501	55,909	
Fox Township Fund												
51,000	Opening Balance	6,000	6,270	6,552	6,847	7,155	7,477	7,813	8,165	8,532	8,916	
36,000	Deposits	270	282	295	308	322	336	352	367	384	401	
35,000	Withdrawals	-	-	-	-	-	-	-	-	-	-	
52,000	Closing Balance	6,270	6,552	6,847	7,155	7,477	7,813	8,165	8,532	8,916	9,317	
Kokatahi/Kowhitirangi Community Rate												
8,000	Opening Balance	16,000	16,720	17,472	18,258	19,080	19,939	20,836	21,774	22,754	23,778	
8,000	Deposits	720	752	786	822	859	897	938	980	1,024	1,070	
8,000	Withdrawals	-	-	-	-	-	-	-	-	-	-	
8,000	Closing Balance	16,720	17,472	18,258	19,080	19,939	20,836	21,774	22,754	23,778	24,848	
Foreshore Protection Fund												
24,000	Opening Balance	25,000	26,125	27,301	28,530	29,814	31,156	32,558	34,023	35,554	37,154	
1,000	Deposits	1,125	1,176	1,229	1,284	1,342	1,402	1,465	1,531	1,600	1,672	
-	Withdrawals	-	-	-	-	-	-	-	-	-	-	
25,000	Closing Balance	26,125	27,301	28,530	29,814	31,156	32,558	34,023	35,554	37,154	38,826	
Glacier Country Promotions												
114,000	Opening Balance	-	-	-	-	-	-	-	-	-	-	
3,000	Deposits	-	-	-	-	-	-	-	-	-	-	
-	Withdrawals	-	-	-	-	-	-	-	-	-	-	
117,000	Closing Balance	-	-	-	-	-	-	-	-	-	-	
The Preston Bush Trust												
9,000	Opening Balance	9,000	9,405	9,828	10,270	10,732	11,215	11,720	12,247	12,798	13,374	
-	Deposits	405	423	442	462	483	505	527	551	576	602	
-	Withdrawals	-	-	-	-	-	-	-	-	-	-	
9,000	Closing Balance	9,405	9,828	10,270	10,732	11,215	11,720	12,247	12,798	13,374	13,976	
Harihari Community Complex												
196,000	Opening Balance	297,000	310,365	324,331	338,926	354,178	370,116	386,771	404,176	422,364	441,370	
6,000	Deposits	13,365	13,966	14,595	15,252	15,938	16,655	17,405	18,188	19,006	19,862	
-	Withdrawals	-	-	-	-	-	-	-	-	-	-	
202,000	Closing Balance	310,365	324,331	338,926	354,178	370,116	386,771	404,176	422,364	441,370	461,232	

Guy Menzies Day

- Opening Balance	1,000	1,045	1,092	1,141	1,192	1,246	1,302	1,361	1,422	1,486
- Deposits	45	47	49	51	54	56	59	61	64	67
- Withdrawals	-	-	-	-	-	-	-	-	-	-
- Closing Balance	1,045	1,092	1,141	1,192	1,246	1,302	1,361	1,422	1,486	1,553
Cycleway										
- Opening Balance	249,000	260,205	271,914	284,150	296,937	310,299	324,262	338,854	354,102	370,037
- Deposits	11,205	11,709	12,236	12,787	13,362	13,963	14,592	15,248	15,935	16,652
- Withdrawals	-	-	-	-	-	-	-	-	-	-
- Closing Balance	260,205	271,914	284,150	296,937	310,299	324,262	338,854	354,102	370,037	386,689
Emergency Contingency Fund										
49,000 Opening Balance	46,000	48,070	50,233	52,493	54,855	57,323	59,903	62,599	65,416	68,360
1,000 Deposits	2,070	2,163	2,260	2,362	2,468	2,580	2,696	2,817	2,944	3,076
- Withdrawals	-	-	-	-	-	-	-	-	-	-
50,000 Closing Balance	48,070	50,233	52,493	54,855	57,323	59,903	62,599	65,416	68,360	71,436
Transportation Asset Renewal										
- Opening Balance	-	-	-	-	-	-	-	-	-	-
881,000 Deposits	-	-	-	-	-	-	-	-	-	-
881,000 Withdrawals	-	-	-	-	-	-	-	-	-	-
- Closing Balance	-	-	-	-	-	-	-	-	-	-
Water Renewal										
354,000 Opening Balance	350,000	365,750	382,209	399,408	389,531	407,060	425,378	444,520	464,523	485,427
651,000 Deposits	15,750	16,459	17,199	17,973	17,529	18,318	19,142	20,003	20,904	21,844
260,000 Withdrawals	-	-	-	27,850	-	-	-	-	-	-
745,000 Closing Balance	365,750	382,209	399,408	389,531	407,060	425,378	444,520	464,523	485,427	507,271
Wastewater Renewal										
153,000 Opening Balance	199,000	207,955	217,313	227,092	237,311	247,990	259,150	270,812	282,999	295,734
244,000 Deposits	8,955	9,358	9,779	10,219	10,679	11,160	11,662	12,187	12,735	13,308
- Withdrawals	-	-	-	-	-	-	-	-	-	-
397,000 Closing Balance	207,955	217,313	227,092	237,311	247,990	259,150	270,812	282,999	295,734	309,042
Stormwater Renewal										
188,000 Opening Balance	192,000	200,640	209,669	219,104	228,964	239,267	250,034	261,286	273,044	285,331
231,000 Deposits	8,640	9,029	9,435	9,860	10,303	10,767	11,252	11,758	12,287	12,840
50,000 Withdrawals	-	-	-	-	-	-	-	-	-	-
369,000 Closing Balance	200,640	209,669	219,104	228,964	239,267	250,034	261,286	273,044	285,331	298,171

Solid Waste Renewal

- Opening Balance	-	(20,000)	(20,900)	(21,841)	(22,824)	(23,851)	(24,924)	(26,046)	(27,218)	(28,443)
- Deposits	(20,000)	(900)	(941)	(983)	(1,027)	(1,073)	(1,122)	(1,172)	(1,225)	(1,280)
- Withdrawals	-	-	-	-	-	-	-	-	-	-
- Closing Balance	(20,000)	(20,900)	(21,841)	(22,824)	(23,851)	(24,924)	(26,046)	(27,218)	(28,443)	(29,723)

Landfill Post Closure Provision

33,000 Opening Balance	-	-	-	-	-	-	-	-	-	-
34,000 Deposits	-	-	-	-	-	-	-	-	-	-
- Withdrawals	-	-	-	-	-	-	-	-	-	-
67,000 Closing Balance	-	-	-	-	-	-	-	-	-	-

Parks Renewal

18,000 Opening Balance	18,000	18,810	19,656	20,541	21,465	22,431	23,440	24,495	25,597	26,749
37,000 Deposits	810	846	885	924	966	1,009	1,055	1,102	1,152	1,204
- Withdrawals	-	-	-	-	-	-	-	-	-	-
55,000 Closing Balance	18,810	19,656	20,541	21,465	22,431	23,440	24,495	25,597	26,749	27,953

Buildings Renewal

76,000 Opening Balance	77,000	80,465	84,086	87,870	91,824	95,956	100,274	104,786	109,501	114,429
83,000 Deposits	3,465	3,621	3,784	3,954	4,132	4,318	4,512	4,715	4,928	5,149
- Withdrawals	-	-	-	-	-	-	-	-	-	-
159,000 Closing Balance	80,465	84,086	87,870	91,824	95,956	100,274	104,786	109,501	114,429	119,578

Administration Renewal

52,000 Opening Balance	33,000	34,485	36,037	37,659	39,354	41,125	42,976	44,910	46,931	49,043
70,000 Deposits	1,485	1,552	1,622	1,695	1,771	1,851	1,934	2,021	2,112	2,207
15,000 Withdrawals	-	-	-	-	-	-	-	-	-	-
107,000 Closing Balance	34,485	36,037	37,659	39,354	41,125	42,976	44,910	46,931	49,043	51,250

Library Books Renewals

- Opening Balance	(3,000)	(3,135)	(3,276)	(3,423)	(3,577)	(3,738)	(3,906)	(4,082)	(4,266)	(4,458)
52,000 Deposits	(135)	(141)	(147)	(154)	(161)	(168)	(176)	(184)	(192)	(201)
52,000 Withdrawals	-	-	-	-	-	-	-	-	-	-
- Closing Balance	(3,135)	(3,276)	(3,423)	(3,577)	(3,738)	(3,906)	(4,082)	(4,266)	(4,458)	(4,659)

Council Created Reserve Funds - Summary

1,481,000 Opening Balance	1,593,000	1,616,685	1,689,434	1,765,459	1,817,055	1,898,822	1,984,270	2,073,563	2,166,872	2,264,384
2,446,000 Deposits	51,685	72,749	76,025	79,446	81,767	85,448	89,293	93,309	97,512	101,897
1,406,000 Withdrawals	28,000	-	-	27,850	-	-	-	-	-	-
2,521,000 Closing Balance	1,616,685	1,689,434	1,765,459	1,817,055	1,898,822	1,984,270	2,073,563	2,166,872	2,264,384	2,366,281



<i>Restricted Reserve Funds</i>												
Offstreet Parking												
29,000	Opening Balance	29,000	15,305	15,994	16,714	17,466	18,252	19,073	19,931	20,828	21,765	
1,000	Deposits	1,305	689	720	752	786	821	858	897	937	979	
-	Withdrawals	15,000	-	-	-	-	-	-	-	-	-	
30,000	Closing Balance	15,305	15,994	16,714	17,466	18,252	19,073	19,931	20,828	21,765	22,744	
Reserve Development												
647,000	Opening Balance	673,000	663,285	693,133	724,324	756,919	790,980	826,574	863,770	902,640	943,259	
7,000	Deposits	30,285	29,848	31,191	32,595	34,061	35,594	37,196	38,870	40,619	42,447	
-	Withdrawals	40,000	-	-	-	-	-	-	-	-	-	
654,000	Closing Balance	663,285	693,133	724,324	756,919	790,980	826,574	863,770	902,640	943,259	985,706	
Museum Assistance Fund												
18,000	Opening Balance	18,000	18,810	19,656	20,541	21,465	22,431	23,440	24,495	25,597	26,749	
-	Deposits	810	846	885	924	966	1,009	1,055	1,102	1,152	1,204	
-	Withdrawals	-	-	-	-	-	-	-	-	-	-	
18,000	Closing Balance	18,810	19,656	20,541	21,465	22,431	23,440	24,495	25,597	26,749	27,953	
Kumara Endowment Fund												
459,000	Opening Balance	453,000	473,385	494,687	516,948	540,211	564,520	589,923	616,470	644,211	673,200	
8,000	Deposits	20,385	21,302	22,261	23,263	24,309	25,403	26,547	27,741	28,989	30,294	
-	Withdrawals	-	-	-	-	-	-	-	-	-	-	
467,000	Closing Balance	473,385	494,687	516,948	540,211	564,520	589,923	616,470	644,211	673,200	703,494	
Euphemia Brown Bequest												
21,000	Opening Balance	21,000	21,945	22,933	23,965	25,043	26,170	27,348	28,579	29,865	31,209	
1,000	Deposits	945	988	1,032	1,078	1,127	1,178	1,231	1,286	1,344	1,404	
-	Withdrawals	-	-	-	-	-	-	-	-	-	-	
22,000	Closing Balance	21,945	22,933	23,965	25,043	26,170	27,348	28,579	29,865	31,209	32,613	
Waiho River - Franz Josef												
347,000	Opening Balance	-	-	-	-	-	-	-	-	-	-	
9,000	Deposits	-	-	-	-	-	-	-	-	-	-	
-	Withdrawals	-	-	-	-	-	-	-	-	-	-	
356,000	Closing Balance	-	-	-	-	-	-	-	-	-	-	

Mayors Trust Funds

3,000	Opening Balance	3,000	3,135	3,276	3,423	3,577	3,738	3,906	4,082	4,266	4,458
1,000	Deposits	135	141	147	154	161	168	176	184	192	201
-	Withdrawals	-	-	-	-	-	-	-	-	-	-
4,000	Closing Balance	3,135	3,276	3,423	3,577	3,738	3,906	4,082	4,266	4,458	4,659

Three Mile Domain

150,000	Opening Balance	207,000	216,315	226,049	236,221	246,851	257,959	269,567	281,698	294,374	307,621
4,000	Deposits	9,315	9,734	10,172	10,630	11,108	11,608	12,131	12,676	13,247	13,843
-	Withdrawals	-	-	-	-	-	-	-	-	-	-
154,000	Closing Balance	216,315	226,049	236,221	246,851	257,959	269,567	281,698	294,374	307,621	321,464

Ross Endowment Land

245,000	Opening Balance	242,000	162,890	170,220	177,880	185,885	194,250	202,991	212,126	221,672	231,647
6,000	Deposits	10,890	7,330	7,660	8,005	8,365	8,741	9,135	9,546	9,975	10,424
114,000	Withdrawals	90,000	-	-	-	-	-	-	-	-	-
137,000	Closing Balance	162,890	170,220	177,880	185,885	194,250	202,991	212,126	221,672	231,647	242,071

Driveway Deposits

159,000	Opening Balance	-	-	-	-	-	-	-	-	-	-
-	Deposits	-	-	-	-	-	-	-	-	-	-
-	Withdrawals	-	-	-	-	-	-	-	-	-	-
159,000	Closing Balance	-	-	-	-	-	-	-	-	-	-

Big Brothers Big Sisters

-	Opening Balance	(1,000)	(1,045)	(1,092)	(1,141)	(1,192)	(1,246)	(1,302)	(1,361)	(1,422)	(1,486)
-	Deposits	(45)	(47)	(49)	(51)	(54)	(56)	(59)	(61)	(64)	(67)
-	Withdrawals	-	-	-	-	-	-	-	-	-	-
-	Closing Balance	(1,045)	(1,092)	(1,141)	(1,192)	(1,246)	(1,302)	(1,361)	(1,422)	(1,486)	(1,553)

Community Patrol

-	Opening Balance	-	-	-	-	-	-	-	-	-	-
-	Deposits	-	-	-	-	-	-	-	-	-	-
-	Withdrawals	-	-	-	-	-	-	-	-	-	-
-	Closing Balance	-	-	-	-	-	-	-	-	-	-

Graffiti

-	Opening Balance	1,000	1,045	1,092	1,141	1,192	1,246	1,302	1,361	1,422	1,486
-	Deposits	45	47	49	51	54	56	59	61	64	67
-	Withdrawals	-	-	-	-	-	-	-	-	-	-
-	Closing Balance	1,045	1,092	1,141	1,192	1,246	1,302	1,361	1,422	1,486	1,553

Taxi Chits												
-	Opening Balance	-	-	-	-	-	-	-	-	-	-	-
-	Deposits	-	-	-	-	-	-	-	-	-	-	-
-	Withdrawals	-	-	-	-	-	-	-	-	-	-	-
-	Closing Balance	-	-	-	-	-	-	-	-	-	-	-
Restricted Reserve Funds - Summary												
2,078,000	Opening Balance	1,646,000	1,575,070	1,645,948	1,720,016	1,797,417	1,878,300	1,962,822	2,051,151	2,143,453	2,239,908	2,239,908
37,000	Deposits	74,070	70,878	74,068	77,401	80,883	84,522	88,329	92,302	96,455	100,796	100,796
114,000	Withdrawals	145,000	-	-	-	-	-	-	-	-	-	-
2,001,000	Closing Balance	1,575,070	1,645,948	1,720,016	1,797,417	1,878,300	1,962,822	2,051,151	2,143,453	2,239,908	2,340,704	2,340,704
Depreciation Reserve Funds - Summary												
-	Opening Balance	-	542,105	2,204,744	5,135,305	6,467,405	7,751,472	9,941,243	12,472,437	14,329,325	16,584,598	16,584,598
-	Deposits	4,646,105	9,768,172	11,841,888	7,853,070	6,643,045	6,326,335	5,862,322	5,714,082	5,878,381	5,739,663	5,739,663
-	Withdrawals	4,104,000	8,105,533	8,911,327	6,520,970	5,358,978	4,136,564	3,331,129	3,857,194	3,623,108	4,443,198	4,443,198
-	Closing Balance	542,105	2,204,744	5,135,305	6,467,405	7,751,472	9,941,243	12,472,437	14,329,325	16,584,598	17,881,063	17,881,063
Special Funds Reserves - Summary												
3,559,000	Opening Balance	3,239,000	3,733,860	5,540,126	8,620,780	10,081,877	11,528,594	13,888,335	16,597,151	18,639,650	21,088,890	21,088,890
2,483,000	Deposits	4,771,860	9,911,799	11,991,981	8,009,917	6,805,695	6,496,305	6,039,944	5,899,693	6,072,348	5,942,356	5,942,356
1,520,000	Withdrawals	4,277,000	8,105,533	8,911,327	6,548,820	5,358,978	4,136,564	3,331,129	3,857,194	3,623,108	4,443,198	4,443,198
4,522,000	Closing Balance	3,733,860	5,540,126	8,620,780	10,081,877	11,528,594	13,888,335	16,597,151	18,639,650	21,088,890	22,588,048	22,588,048

FINANCIAL REPORTING AND PRUDENCE DISCLOSURES

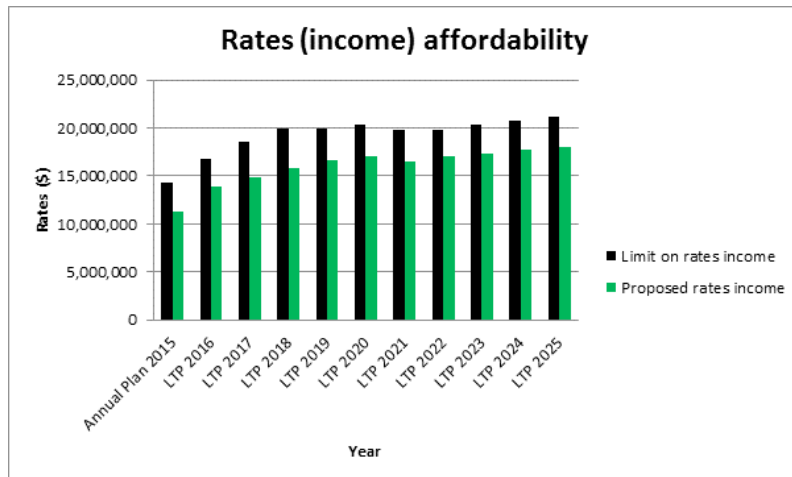
Purpose

The purpose of this statement is to disclose the Council's financial performance in relation to various benchmarks to enable the assessment of whether Council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

The limits for these benchmarks are contained in the Financial Strategy and the Liability Management Policy.

Council is required to include this statement in its Long Term Plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

Rates (Income) Affordability Benchmark

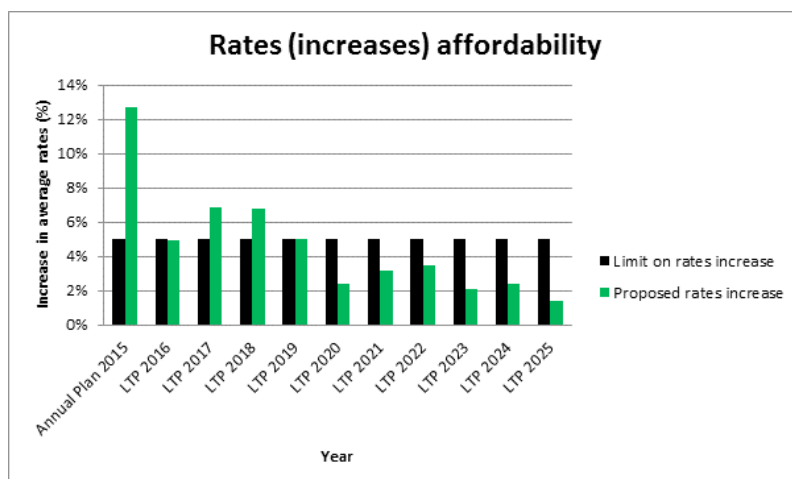


The Council meets the rates (income) affordability benchmark if planned revenue from rates is equal to or less than the quantified limit. The overall limit for rates revenue is the aggregate of the maximum Council has prescribed for each of its activities (as outlined in the Revenue and Financing Policy). This means the limit for each year is individually set but the range is narrow. The lowest being 81% and the highest being 86% of total income.

The graph below compares the expected rates revenue as a proportion of total revenue against this benchmark.

Council meets this benchmark in all years of the LTP.

Rates (Increases) Affordability Benchmark



The Council meets the rates (increases) affordability benchmark if the planned increase in revenue from rates as a percentage of the same for the previous year is equal to or less than the quantified limit. It has determined that total rates increases in any one year should not exceed 5%.

The graph below compares the expected rates increases in the financial forecasts against this benchmark.

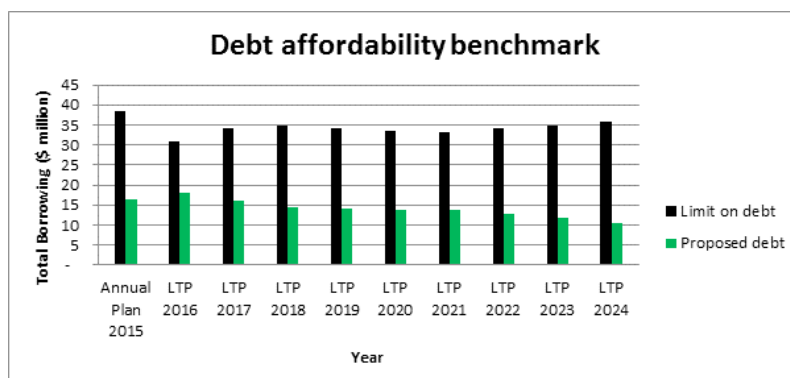
In order to aid comparability the normalised levels of increases have been used. These exclude the increase in 2016 and decrease in 2021 caused by the special rate associated with the Hokitika Water Supply Upgrade. The benchmark is exceeded in years 2016/17 and 2017/18 as a result of increased depreciation costs following additional capital expenditure, the reversal of deferred debt repayment, and the return to full recovery of depreciation costs. Council meets this benchmark in all other years of the LTP.

Debt Affordability Benchmark

Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing. Council's limit for debt is linked to debt serviceability and is therefore set so that finance costs will not exceed 10% of revenue.

The following graph compares Council's forecast borrowing with the quantified limit stated in Council's liability management policy.

Council meets this benchmark in all years of the LTP.

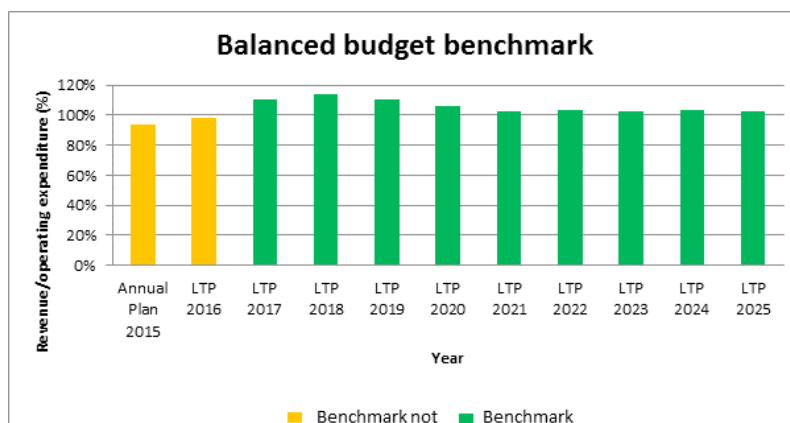


Balanced Budget Benchmark

Council meets this benchmark if its revenue equals or is greater than its operating expenses.

The following graph displays Council's revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment) as a proportion of operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant, or equipment).

Council budgets to make a deficit in 2016 as a result of not fully recovering depreciation costs. In all other years of the LTP Council meets this benchmark.

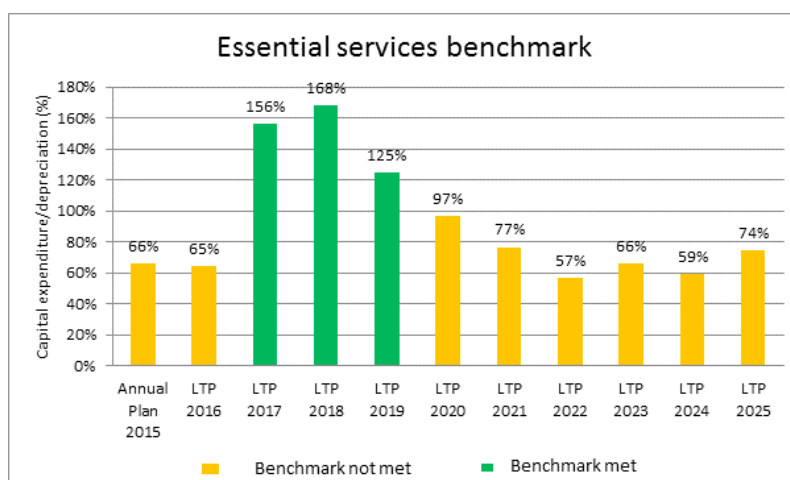


Essential Services Benchmark

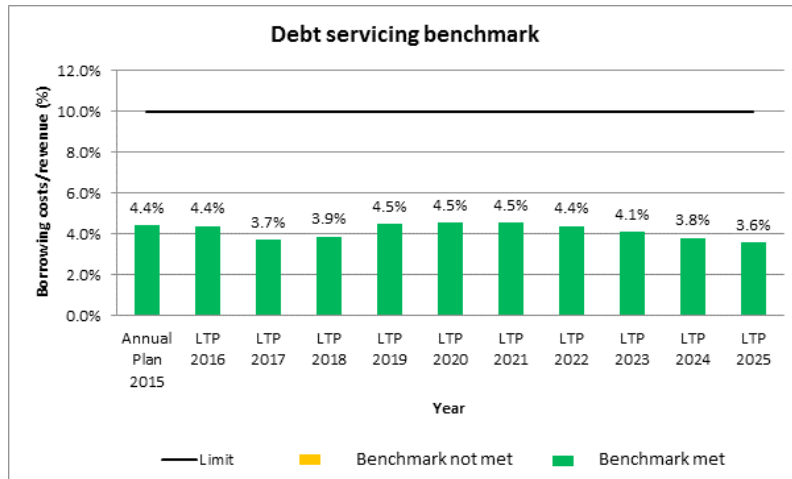
Council meets this benchmark if its capital expenditure on network services equals or is greater than depreciation on network services.

The following graph displays Council's forecast capital expenditure on network services as a proportion of depreciation on network services.

Due to a deferred capital renewals programme, fully explained in the infrastructure and financial strategies, Council does not meet this benchmark in most years of the LTP. The infrastructure strategy contains augmented renewals from 2026 onwards.



Debt Servicing Benchmark



The regulations prescribe this benchmark. Based on the assumption that Westland will not be a high growth district, Council meets this benchmark if borrowing costs equal or are less than 10% of its revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment) for the year.

The graph on the left compares Council's forecast interest costs as a proportion of revenue against this benchmark.

Council meets this benchmark in all years of the LTP.



FEES AND CHARGES FOR 2015/16

Note: All Fees and Charges are GST inclusive unless otherwise stated

Corporate Services	
Black & White Photocopying	
Single Sided - A4	\$0.30
Single Sided - A3	\$0.50
Double Sided - A4	\$0.40
Double Sided - A3	\$0.60
Single Sided - A2	\$2.60
Single Sided - A1	\$3.60
Single Sided - A0	\$5.10
Overheads - A4	\$0.50
Colour Photocopying	
Single Sided - A4	\$2.60
Single Sided - A3	\$4.10
Double Sided - A4	\$3.60
Double Sided - A3	\$5.10
Laminating	
A4 - Per Page	\$3.10
A3 - Per Page	\$4.10
Binding	
Small - less than 100 pages	\$4.10
Large - more than 100 pages	\$6.10
Scanning and scanning to email	
Large scale format scanning	\$3.00 per scan
Document scanning via photocopy machine	\$1.00 per scan
Scanning and scanning to email	
Large scale format scanning	\$3.00 per scan
Document scanning via photocopy machine	\$1.00 per scan
Faxes	
Domestic	\$3.00
International	\$5.00
Received	\$1.00
Council Chambers	
Full day - maximum charge	\$307.00
Half day - maximum charge	\$102.00
Equipment Hire	
Data Projector- per day	\$51.00
Overhead Projector - per day	\$21.00
Requests under the Local Government Official Information and Meetings Act (LGOIMA)	
First hour of staff costs	Free
First 20 black and white copies	Free

Additional time	\$38 per ½ hour
Other charges as per fees and charges schedule	
Library	
Overdue Charges - per day (Adults)	\$0.30 (Max \$9.00)
Overdue charges - per day (Children)	\$0.10 (Max \$3.00)
DVDs	\$3.00
Adult music CDs	\$2.00
Book reserve fee	\$1.00
Replacement cards	\$5.00
Lost / Damaged Items	Replacement Cost
Visitors from other NZ districts - Subscription charges -\$20.00 per Card per Month, \$25.00 for Three Months, \$50.00 for Six Months	
No subscription charges for those holding a library card from Buller or Grey Districts	
No subscription charge is made for exchange students staying with families in the district for six months or more	
Interlibrary loans (per item)	\$7.00 - \$21.00
Corporate Interlibrary Loans (per Item)	\$41.00
Book Covering	\$4.00 - \$6.00
Computer print outs – single sided A4	\$0.30
Computer print outs – double sided A4	\$0.40
Hokitika Museum	
Admission	
Adults	\$6.00
School age children (under 5 years old free)	\$3.00
Westland Residents	Free
Research	
In person enquiry first half hour	\$5.00
Additional hours thereafter	\$15.00 per half hour
Written research service (per hour)	\$60.00
Minimum charge	\$30.00
Special project research	by negotiation
Copies and Reproduction Fees	
Photographs (depending on size plus postage and packaging)	\$18.00 - \$40.00
Photocopying- Black and white A4 and A3	(Refer to charges as set out in Corporate Services Section)
Books - reproduction fee	\$20.00 per item
Greeting cards- reproduction fee	\$100.00 per item
Advertising, display or publicity	\$125.00 per item
Reproduction of books, manuscripts, fine art or other material in collection	5% of the recommended retail price of entire print run
Filming of items in collection (per item)	\$22.50
Filming (excluding advertising) under supervision (per hour or part thereof)	\$75.00
Newspaper articles, news broadcasts	No fee
Family History publications	Negotiable
Commercial display	\$225.00

Venue Hire	
Carnegie Gallery Hire (per week)	\$60.00
Commission on sales	20%
Museum Hire for events (by negotiation)	by negotiation
Meeting room hire (per meeting)	\$25.00
Sports field charges	
Cass Square (season hire)	
Touch Rugby per season	\$165.00
Softball per season	\$165.00
Rugby per season	\$900.00
Cricket per season	\$165.00
Soccer per season	\$900.00
Cass Square (casual use)	
Daily	\$60.00
Hourly	\$25.00
Wildfoods Festival	\$5,750.00
Showers and Changing Rooms	\$40.00
Changing Rooms Only	\$20.00
Commercial Operators	To be negotiated depending on type of usage
Cemetery Charges - Hokitika	
New Grave (includes plot, interment and maintenance in perpetuity)	\$1,620.00
Ashes Plot Purchase and Interment (includes plot in Ashes Garden area and opening of plot)	\$454.00
Pre-purchase new Plot	\$1,236.00
Dig Grave site to extra depth	\$118.00
Interment on Saturday, Sunday or Public Holiday	\$256.00
Additional Cost to excavate grave on Saturday, Sunday or Public Holiday	\$332.00
Reopen a grave site	\$650.00
Intern Ashes in an existing grave	\$132.00
New grave in RSA area	\$613.00
Reopen a grave in the RSA Area	\$613.00
Inter a child under 12 in Lawn Area	\$1,620.00
Inter a child under 12 in children's section	\$368.00
Inter a child under 18 months in the children's section	\$172.00
Research of cemetery records for family trees etc. (per hour)	\$35.00
Minimum Charge	\$37.00
Cemetery Charges - Ross and Kumara	
New Grave (includes plot, interment and maintenance in perpetuity)	\$854.00
Inter a child under 18 months in a new grave	\$429.00
Pre-purchase new plot	\$245.00
Bury Ashes (including registration)	\$368.00
Reopen a grave site	\$419.00

Research of cemetery records for family trees etc. (per hour)	\$35.00
Minimum Charge	\$35.00
Marriage services	
Marriage Licence - Registry Office	\$174.00
Marriage Celebrant	\$123.00
Note: Application forms for Marriage Licences are available from Council Offices.	
All other enquiries regarding Births, Deaths, or Marriages please free phone 0800 225 252	
Land Information Services	
Landonline Search—CT or Plan Instrument	\$10.00
Land Information	
GIS Map - A4	\$10.00
GIS Map - A4 with aerial photos	\$15.00
GIS Map - A3	\$20.40
GIS Map - A3 with aerial photos	\$31.00
GIS Client Services (per hour)	\$51.00
Land information memoranda	
Land Information Memoranda	\$210.00
Urgent - within 48 hours	\$330.00
Planning and Regulatory	
Dog control	
Registration Fee - Hokitika & Kaniere Townships	\$74.00
Registration Fee – dangerous dogs	Registration Fee plus 50%
Other Areas	\$58.50
Registration Penalty - 31 July	50% of registration fee
Dog Impounding Fees	
First Impounding Offence	\$82.00
Second Impounding Offence	\$164.00
Third Impounding Offence	\$245.00
Feeding per day	\$26.00
Second & Third Impoundings will apply if occurring within 12 months of the first impounding date.	
Call-out for Dog Reclaiming	\$78.00
Impounding Act Stock impounding fees: Actual costs with a minimum charge of	\$51.00
Sustenance Fees	\$23.00/head/day
Health Act	
Category I Food Premises Registration (Minimal Food Handling/ Preparation)	\$380.00
Category II Food Premises Registration	\$480.00
Category III Food Premises Registration	\$580.00
Food Premises Re-Inspection	\$380.00
Food Safety Programme or Food Control Plan Auditor Fees	\$200.00 flat fee plus \$200.00 per hour
Hairdressers Registration	\$388.00
Offensive Trade Registration	\$388.00
Mortuary Registration	\$388.00

Camping Ground Registration	\$388.00
Camping Ground - fewer than 10 sites	\$286.00
Transfer of Registration	50% of registration fee
LGA	
Hawkers	\$250.00
Mobile Shops	\$429.00
Resource Consent Fees	
NOTE: All fees and charges below, unless specified as a Fixed Fee, are deposits and minimum fees paid as initial charges on application.	
Staff time will be calculated at the hourly rates below.	
Under Section 36 of the Resource Management Act 1991, the costs of staff time and costs incurred processing the consent over the deposit will be invoiced, and where a charge is inadequate to enable the recovery of actual and reasonable costs the Council may require payment of any additional charge.	
Preparation and change of a plan	\$5,000.00
Pre-application enquiries that exceed 30 minutes	Rate \$200.00/Hour
Notified Resource Consents and new Designations	\$1,022.00
Variations to Designations	\$500.00
Land use activities (not listed elsewhere)	\$600.00
Mining consents	\$800.00
Land use: setback reductions	\$410.00
Subdivisions	\$800.00
Variations to Resource Consents	\$350.00
Subdivision Consents - including land use	\$900.00
Certificates of Compliance and Existing Use Certificates	\$300.00
Extension of time (S 125)	\$307.00
Survey Plan Approval (S 223) : Fixed Fee	\$102.00
S 224 approval deposit	\$204.00
Certification: Fixed Fee	\$204.00
Notices of Requirements & Heritage Orders	\$1022.00
Monitoring charges	\$200/hour
Approval of Outline Plan	\$358.00
Consideration of Waiving of Outline Plan	\$204.00
Issue of abatement notice: Fixed Fee	\$307.00
Return of items seized pursuant to Section 328 of the Resource Management Act 1991: Fixed Fee	\$154.00
Release of Covenants : Fixed Fee	\$100.00
Staff processing time for resource management activities	\$200/hour
In-house Engineering Services that exceed 15 minutes	\$200/hour
Councillor Hearing Commissioner (Chair)	\$87/hour
Councillor Hearing Commissioner (Committee)	\$70/hour
Independent Commissioner	At cost
Recreation contribution	
5% of the value of each new allotment or the value of 4,000m ² of each new allotment, whichever is the lesser. The minimum charge is \$1,000.00 per new allotment and the maximum charge is \$3,000.00 per new allotment, both GST-inclusive.	

Performance Bonds	
Performance bonds may be put in place from time to time with the amount to be established on a case by case basis. Lodgement fee \$250.00	
Building consent fees	
1) Total fees may vary according to the extent of processing required to approve an application for the grant of a building consent and the number of inspections that may need to be undertaken. 2) The following scales of charges are indicative only and will vary depending on individual processing and inspection requirements. 3) Where any building consent fees exceeds 4% of the value of the building (excluding spaceheaters), the fee will be reduced to 4% of the building value	
Free-standing Fire Places	
Project Information Memorandum	At cost \$200.00/hour
Consent	\$31.00 Flat Fee and \$200.00 per hour
BCA Accreditation Levy	\$56.00
Inspection Fee (1 Inspection)	\$205.00
Code Compliance Certificate	\$31.00 Flat Fee and \$200.00 per hour
Accessory Buildings	
Project Information Memorandum	At cost \$200.00/hour
Compliance Check	\$61.00
Consent	\$184.00 Flat Fee and \$200.00 per hour
BCA Accreditation Levy	\$56.00
Inspection Fee (2 Inspections)	\$410.00
Code Compliance Certificate	\$61.00 Flat Fee and \$200.00 per hour
Alterations/Renovations (Minor)	
Project Information Memorandum	At cost \$200.00/hour
Compliance Check	\$61.00
Consent	\$184.00 flat Fee and \$200.00 per hour
BCA Accreditation Levy	\$56.00
Inspection Fee (3 Inspections)	\$615.00
Code Compliance Certificate	\$61.00 Flat Fee and \$200.00 per hour
Alterations/Renovations (Major)	
Project Information Memorandum	At cost \$200.00/hour
Compliance Check	\$61.00
Consent	\$409.00 flat Fee and \$200.00 per hour
BCA Accreditation Levy	\$56.00
Inspection Fee (5 Inspections)	\$1,025.00
Code Compliance Certificate	\$511.00 Flat Fee and \$200.00 per hour

Temporary Buildings	
Project Information Memorandum	At Cost (\$200.00/hour)
Compliance Check	\$61.00
Consent	\$102.00 Flat fee and \$200.00 per hour
BCA Accreditation Levy	\$56.00
Inspection Fee (2 Inspections)	\$410.00
Code Compliance Certificate	\$61.00 Flat Fee and \$200.00 per Hour
Marquees only	\$61.00 Flat Fee and \$200.00 per Hour
Reports	
Monthly building consent reports	\$49.10
Printed copy of the District Plan	\$154.00
Signs	
Project Information Memorandum	At cost \$200.00/hour
Compliance Check	\$61.00
Consent	\$123.00 Flat Fee and \$200.00 per Hour
BCA Accreditation Levy	\$56.00
Inspection Fee (1 Inspection)	\$205.00
Code Compliance Certificate	\$31.00 Flat Fee and \$200.00 per hour
Election Signs	
Up to 3 signs	\$307.00
Up to 6 signs	\$613.00
for each additional sign in excess of 6.	\$20.00
Housing - Average (<120m2)	
Project Information Memorandum	At cost \$200.00 per hour
Compliance Check	\$61.00
Consent	\$409 Flat Fee and \$200.00 per hour
BCA Accreditation Levy	\$56.00
Inspection Fees (8 Inspections)	\$1,640.00
Code Compliance Certificate	\$511.00 Flat Fee and \$200.00 per hour
Housing Executive (>120m2)	
Project Information Memorandum	At cost \$200.00 per hour
Compliance Check	\$61.00
Consent	\$613.00 Flat Fee and \$200.00 per hour
BCA Accreditation Levy	\$56.00
Inspection Fees (10 Inspections)	\$2,050.00
Code Compliance Certificate	\$613.00 Flat Fee and \$200.00 per hour

Drainage & Plumbing – Public System	
Project Information Memoranda	At cost \$200.00 per hour
Consent- Public Sewerage System	\$123.00 Flat Fee and \$200.00 per hour
BCA Accreditation Levy	\$56.00
Inspection Fee (2 Inspections)	\$410.00
Code Compliance Certificate	\$51.00 Flat Fee and \$200.00 per hour
Drainage & Plumbing – Stand Alone System	
Project Information Memorandum	At cost \$200.00 per hour
Consent – Stand Alone System	\$184.00 Flat Fee and \$200.00 per hour
BCA Accreditation Levy	\$56.00
Inspection Fee (2 inspections)	\$410.00
Code Compliance Certificate	\$51.00 Flat Fee and \$200.00 per hour
Commercial/Industrial/Multi Unit Development	
Project Information Memorandum	At cost \$200.00 per hour
Compliance Check	\$61.00
Consent	\$664.00 Flat Fee and \$200.00 per hour
BCA Accreditation Levy	\$56.00
Inspection Fee	\$1,640.00
Building Consent Amendment	\$123.00 Flat Fee and \$200.00 per hour
Extension of time for exercise of building consent	\$123.00
Extension of time for obtaining CCC	\$123.00
Building Consent Holding Fee (not uplifted within 10 working days)	\$72.00
Road Damage Deposit – Refundable deposit	\$716.00
Building Research Levy	
In addition to the Building Consent fee, a Building Research levy based upon \$1.00 per \$1,000 or part thereof of total value is required to be paid.	
Consents of lesser value than \$20,000 are exempt from this levy.	
Building Industry Levy	
In addition to the Building Consent, a Building Industry levy based upon \$2.01 per \$1,000 or part thereof of total value is required to be paid. Consents of lesser value than \$20,000 are exempt from this levy.	
Independent Building Consent Authority (BCA)	
Where the services of a Building Certifier are used, the fee will be established on a case by case basis to ensure full cost recovery.	
Relocated buildings	
In addition to building consent fees, and the building Research levy, a minimum deposit of up to \$10,000 is required for buildings being relocated.	
Demolition	
Consent	\$123.00 Flat Fee and \$200.00 per Hour
Inspection Fee (where necessary)	\$225.00 Flat fee and \$200.00 per Hour

Receiving and Checking Building Warrant of Fitness	
On or before due date	\$90.00, plus \$40.00 for 3 systems or less, plus \$15.00 for each additional system in excess of 3
After due date	\$180.00, plus \$40.00 for 3 systems or less, plus \$15.00 for each additional system in excess of 3
Certificate of Public Use	\$256.00 Flat fee and \$200.00 per hour
Other Building Charges	
Soakage Tests	\$204.00
Certificate of Acceptance	\$511.00 Flat Fee and \$200.00 per Hour
Compliance Schedules	\$286.00
Duplicate Schedules	\$143.00
Amendment to Compliance Schedule	\$92.00
Preparation of Certificates for Lodgement	\$358.00
Preparation of Sec 37 Certificate	\$153.00
Receipt and checking of Schedule 1 advice	\$123.00
Notices to Fix	\$256.00 Flat fee and \$200.00 per hour
Additional Inspections	\$205.00
Application for PIM only	
Residential	\$75.00 flat fee and 200.00/hour
Commercial/Industrial	\$125.00 and 200.00/hour
Stock Underpass	Levies Only
Solar water heating installations	Levies Only
Where any building charge is inadequate to enable the recovery of the actual and reasonable costs, a further charge may be payable.	
Amusement Devices	
For one device, for the first seven days of proposed operation or part thereof.	\$11.50
For each additional device operated by the same owner, for the first seven days or part thereof.	\$2.30
For each device, (for each further period of seven days or part thereof.)	\$1.12
Class 4 Gaming	
Class 4 Gambling Venue	\$287.50

SALE AND SUPPLY OF ALCOHOL

On, Off or Club Licence

Applications and renewals for On, Off or Club Licence are assessed using a cost/risk rating system. The cost/risk rating of the premises is the sum of the highest applicable weighting for the type of premises and type of licence, the hours of operation and any enforcement holdings in the last 18 months.

In addition an annual fee is payable which will be due on the anniversary date of the licence.

Cost/risk rating	Fees category	Application fee \$inc GST	Annual fee \$ inc GST
0-2	Very low	\$368.00	\$161.00
3-5	Low	\$609.50	\$391.00
6-15	Medium	\$816.50	\$632.50
16-25	High	\$1,023.50	\$1035.00
26 plus	Very High	\$1,207.50	\$1437.50

The cost/risk rating used to set the fees above is calculated using the tables below.

Latest alcohol sales time allowed for premises

Type of Premises	Latest trading time allowed (during 24 hour period)	Weighting
Premises for which an on-licence or club-licence is held or sought	2.00 am or earlier	0
	Between 2.01 and 3.00 am	3
	Any time after 3.00 am	5
Premises for which an off-licence is held or sought (other than remote sales)	10.00 pm or earlier	0
	Any time after 10.00 pm	3
Remote sales premises	Not applicable	0

Type of premises

Type of Licence	Type of Premises	Weighting
On-licence	Class 1 restaurant, night club, tavern, adult premises	15
	Class 2 restaurant, hotel, function centre	10
	Class 3 restaurant, other premises not otherwise specified	5
	BYO restaurants, theatres, cinemas, winery cellar doors	2
Off-Licence	Supermarket, grocery store, bottle store	15
	Hotel, Tavern	10
	Class 1, 2 or 3 club, remote sale premises, premises not otherwise specified	5
	Winery cellar doors	2
Club-licence	Class 1 club	10
	Class 2 club	5
	Class 3 club	2

Enforcement holdings

Number of enforcement holdings in respect of the premises in the last 18 months	Weighting
None	0
One	10
Two or more	20

Definitions for types of premises

Type	Class	Description
Restaurants	1	A restaurant that has or applies for an on-licence and has, in the opinion of the Territorial Authority, a significant bar area and operates that bar area at least one night a week in the manner of a tavern.
	2	A restaurant that has or applies for an on-licence and has, in the opinion of the Territorial Authority, a separate bar area and does not operate that bar area in the manner of a tavern at any time.
	3	A restaurant that has or applies for an on-licence and, in the opinion of the Territorial Authority, only serves alcohol to the table and does not have a separate bar area.
	BYO	A restaurant for which an on-licence is or will be endorsed under section 37 of the Act.
Clubs	1	A club that has or applies for a club licence and has at least 1,000 members of purchase age and in the opinion of the territorial authority, operates any part of the premises in the nature of a tavern at any time.
	2	A club that has or applies for a club licence and is not a class 1 or class 3 club
	3	A club that has or applies for a club licence and has fewer than 250 members of purchase age and in the opinion of the territorial authority, operates a bar for no more than 40 hours each week.
Remote sales premises		Premises for which an off-licence is or will be endorsed under section 40 of the Act.
Enforcement holding		A holding as defined in section 288 of the Act, or an offence under the Sale of Liquor Act 1989 for which a holding could have been made if the conduct had occurred after 18 December 2013.

Other Licence Fees

Type	Description of activity	Application fee \$ incl GST
Temporary Authority	Fee payable to the territorial authority under s.136(2) of the Act for a temporary authority to carry on the sale and supply of alcohol	\$296.70
Temporary Licence	Fee payable to the territorial authority by a person applying under section 74 of the Act to sell alcohol pursuant to a licence from premises other than the premises to which the licence relates	\$296.70
Permanent Club Charter	Annual fee payable to the territorial authority in which the club's premises are situated by the holder of a permanent club charter as described in section 414 of the Act.	\$632.50
Extract from register	Fee payable to a licensing committee under section 66(2) of the Act for an extract from a register.	\$57.50
	Fee payable to ARLA under section 65(2) of the Act for an extract from a register.	\$57.50
Appeals	Fee payable to ARLA under section 154 of the Act (against a decision of a licensing committee)	\$517.50
	Fee payable to ARLA under section 81 of the Act (against a local alcohol policy)	\$517.50
Manager's Certificate	New or Renewal	\$316.20

Special Licences

The fee payable for a Special Licence is assessed using a cost/risk rating system depending on the size of the event and the number of events applied for.

Large event: Means an event that the territorial authority believes on reasonable grounds will have patronage of more than 400 people.

Medium event: Means an event that the territorial authority believes on reasonable grounds will have patronage of between 100 and 400 people.

Small event: Means an event that the territorial authority believes on reasonable grounds will have patronage of fewer than 100 people.

Class	Issued in respect of	Application fee \$ inc GST
1	1 large event: More than 3 medium events: More than 12 small events	\$575.00
2	3 to 12 small events: 1 to 3 medium events	\$207.00
3	1 or 2 small events	\$63.20

Operations

Water Supply Connections

Actual cost recovery relating to the installation of water supply connections

Sewerage & Stormwater Connections

Actual cost recovery relating to the installation of sewerage and stormwater connections.

Vehicle Crossings

Actual cost recovery relating to the installation of vehicle crossings.

Sewerage Supply

Trade Wastes - charges are levied separately according to waste volume and utilisation of sewerage system. Minimum fee of \$500 per annum

Water Supply Annual Charges

Hokitika/Kaniere Water Supply Commercial metered supply per cubic metre \$1.30

Council reserves the right to negotiate metered charges with significant users.

Treated Supplies—Rural Towns Fox Glacier/Franz Josef/Whataroa/Harihari Commercial metered supply per cubic metre \$1.20

Property Rentals

Council property rentals are regularly reviewed to ensure they are set at fair market value.

Temporary Road Closures

Non refundable application fee \$100.00

Additional Information request (from applicant) \$100 per hour

Public Notification on approval At cost

Management of temporary road closure	At cost
Call Out / Audit of Traffic Management Plan	\$225.00 per hour
Not for Profit Organisations	Exempt
Refuse Site Gate Fees	
Hokitika Transfer Station	
<i>General Waste</i>	
Per tonne	\$475.00
60L bag	\$4.00
<i>Green Waste</i>	
Green Waste per tonne	\$46.00
60L bag Green Waste uncompacted	\$0.50
Accepted Recyclable Items*	Free
Non Weighbridge Sites	
<i>Uncompacted General Waste</i>	
Per Cubic Metre small loads < 0.5m ³	\$65.00
Per Cubic Metre large loads > 0.5m ³	\$95.00
60L bag	\$4.00
120L Wheelie Bin	\$8.00
240L Wheelie Bin	\$16.00
Small Trailer /Ute (0.68m ³)	\$65.00
Medium Trailer (0.91m ³)	\$90.00
Cage or Large Trailer (2.7m ³)	\$260.00
Accepted Recyclable Items*	Free
<i>Uncompacted Green Waste</i>	
Per Cubic Metre	\$10.00
60L bag	\$0.50
Small Trailer /Ute (0.68m ³)	\$6.00
Medium Trailer (0.91m ³)	\$10.00
All Sites	
<i>Other Items</i>	
Whiteware (Fridges must be degassed, per item)	\$10.00
Tyres (Based on average weight of 7.5kg, per item)	\$3.50
Cars Prepared (Conditions apply, per item)	\$45.00

Any legislative charges under the Waste Management Act will be imposed as a levy if required.

Note: From 1 July 2009, Government requires Council to charge a levy of \$10.00 per tonne, (or equivalent volume at non weighbridge sites), on all waste disposed of to landfill. This is included in the above fees.

For non-standard loads, the Transfer Station Operators reserve the right:

to measure the waste and charge the per cubic metre rate or;

to measure the load and use the Ministry for the Environment Conversion Factors for compacted or dense waste.

*Accepted Recycle Items: Only colour sorted glass will be accepted free of charge, all unsorted glass will be charged at the general waste rate.

Jackson Bay Wharf Charges (Please note prices exclude GST)

Commercial Fishing Vessels operating from the Wharf for discharge of wet fish and/or crayfish must have a licence to occupy.

Annual Charge	
Vessels over 13.7 metres (45 feet)	\$4,000.00
Vessels between 9.1 metres and 13.7 metres (30-45 feet)	\$1,500.00
Vessels up to 9.1 metres (30 feet)	\$1,000.00
Casual users landing tuna (per tonne)	\$23.00
Other Vessels using the Jackson Bay Wharf (not discharging) must pay a daily charge (24 hours) as below	
Vessels over 13.7 metres (45 feet)	\$250.00
Vessels between 9.1 metres and 13.7 metres (30-45 feet)	\$200.00
Vessels up to 9.1 metres (30 feet)	\$100.00
More information and fees explanation and conditions	
Email	management@westlanddistrictproperty.co.nz
Phone	Westland District Property Ltd (03) 755 8497
Hokitika Swimming Pool	
Single Admission	
Adult	\$5.00
Senior Citizen (60+)	\$4.00
Child at school	\$3.00
Pre Schooler	\$1.50
Pre Schooler and Parent	\$3.00
Family (2 adults / 2 children)	\$13.00
Spectator	Free
Concession Ticket - 10 Swims	
Adult	\$40.00
Senior Citizen (60+)	\$32.00
Child at school	\$24.00
Pre Schooler	\$12.00
Pre Schooler and Parent	\$24.00
Family (2 adults / 2 children)	\$104.00
Season Ticket	
Adult	\$280.00
Senior Citizen (60+)	\$224.00
Child at school	\$168.00
More information and fees explanation and conditions	
Email	management@westlanddistrictproperty.co.nz
Phone	Westland District Property Ltd (03) 755 8497
Baches on Unformed Legal Road	
Annual Site Fee	\$2,050.00
More information and fees explanation and conditions	
Email	management@westlanddistrictproperty.co.nz
Phone	Westland District Property Ltd (03) 755 8497

Note: These charges will be reviewed annually.

Westland District Council

36 Weld Street
Private Bag 704
Hokitika 7842
New Zealand

Phone 03 756 9010 or 0800 474 834
www.westlanddc.govt.nz

Hokitika i-SITE Visitor Information Centre

36 Weld Street
Private Bag 704
Hokitika 7842
New Zealand

Phone: 03 755 6166 or 0800 474 834
Email enquiries@hokitikainfo.co.nz

Westland Library

20 Sewell Street
Hokitika 7810
New Zealand

Phone 03 755 6209 or 0800 474 834
www.westlib.co.nz

Hokitika Museum

The Carnegie Building
Corner of Tancred and Hamilton Streets
Private Bag 704
Hokitika 7842
New Zealand

Phone 03 755 6898 or 0800 474 834

Hokitika Swimming Pool

53 Weld Street
Hokitika
New Zealand

Phone 03 755 8119

Council Controlled Organisations:

Westland District Property Company

PO Box 22
Hokitika 7842
New Zealand

Phone 03 7558497

Westroads Limited

267 Kaniere Road
Hokitika 7811
New Zealand

Phone 03 756 8044

