



# Summary of Technical Changes to LTP 2018 - 28

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#### FINANCIAL REPORTING AND PRUDENCE DISCLOSURES

## Introduction

On 30 June 2020 Council agreed to prepare a Long Term Plan amendment regarding the purchase of the building at 41 Weld Street Hokitika, the transfer the Management of Hokitika Museum from the Council Controlled Organisation Destination Westland back to Council and the provision of services of the Hokitika Museum, Westland District Library and visitor information from 41 Weld Street, and to undertake a Special Consultative Procedure to understand the community's view.

This document contains the technical changes to the Long Term Plan 2018 – 2028, if Council and the Community agree to the proposals set out in the Westland Discovery Centre 'Pakiwaitara' Summary of Proposal.

The amendments reflect Council's identified preferred options of:

- Returning the management of Hokitika Museum to Council and the proposed level of service.
- Purchasing 41 Weld Street to create Westland Discovery Centre 'Pakiwaitara'.
- Preparing for Westland District Library to move to a shared facility with Hokitika Museum.

## COUNCIL ACTIVITIES

### LEADERSHIP

*These pages replace pp 51 – 55 of the 2018 – 28 LTP.*



### Council Controlled Organisations

#### Changes since the last Long-Term Plan

At the end of last year, Council undertook a review of our Council Controlled Organisations (CCOs). The main initiative arising out of this review was a proposal to merge the Hokitika Airport Ltd and Westland District Property CCOs into one new company, Destination Westland. The purpose of this merger is to create one larger entity that will oversee the more commercial elements of the Council portfolio, including operating the Hokitika Airport and managing the Council's property portfolio. The intent of this merger is that it allows the Council to focus on its core function and providing key infrastructure projects.

A consultation period for the merging of these companies was completed in January 2018, and was granted on an unopposed basis.



#### 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 CCOs.

#### Where we want to be in the future

In the first year of this Plan, the Council 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 CCOs is regular, open and respectful of the role the CCOs 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 Statements of Intent. These are reviewed annually 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 currently has two 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.

##### Destination Westland

From 30 June 2018, the merger of Council's current CCOs of Hokitika Airport Limited and Westland District

Property Limited will take effect. The new merged CCO will be known as Destination Westland and will have a commercial focus, continuing to manage the portfolios that were previously under Hokitika Airport Limited and Westland District Property Limited. Destination Westland will operate the Hokitika Airport which is the principal airport on the West Coast. Air New Zealand is the main carrier into the airport on a twice-daily basis from Christchurch. This acts as a gateway for tourists arriving to the West Coast and also as a hub for short-term business travellers from Christchurch. Destination Westland will also operate the heliport in Franz Josef.

In addition, Destination Westland will manage some of the Council's property portfolio, previously overseen by Westland District Property Limited. This will include the sale and leasing of property; managing the leasing and occupation of mining rights; management of Pensioner Housing, Hokitika Swimming Pool, Jacksons Bay Wharf. From 3 July 2018, Destination Westland will manage the Hokitika i-SITE, West Coast Wilderness Trail, Hokitika Museum and Council's events portfolio including the Hokitika Wildfoods Festival.

In mid-2020 management of Hokitika Museum was transferred back to Council. The building at 41 Weld Street was purchased with the intent to provide a museum, library and visitor information facility in a single, Council owned building.

#### **Westland Wilderness Trust and Tourism West Coast**

Both the Westland Wilderness Trust and Tourism West Coast are not classified as a CCO 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 and management 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. At the time of writing, a proposal has been put forward to bring Tourism West Coast under the umbrella of Development West Coast. Westland District Council has opposed this move.

#### **West Coast Rural Fire Authority**

Since the establishment of Fire and Emergency New Zealand in July 2017, the West Coast Rural Fire Authority has been disestablished and Council no longer undertakes any rural fire responsibilities.

## **The benefits**

### **Westland Holdings**

There is a benefit to the community of the governance function of Westland Holdings which provides professional oversight and public accountability to the community.

### **Westroads Limited**

There is a benefit to the District as a whole as distributions paid to Westland Holdings Limited from Westroads Limited are utilised by Council to offset rate requirements. Westroads Limited has a significant benefit to the region financially and is one of the key employers in Westland.

### **Destination Westland**

There is a benefit to all residents and ratepayers in having the West Coast's main airport located in Westland. It boosts tourists by facilitating accessible travel to the region for visitors, thus providing economic benefits for local businesses. The commercial property function of Destination Westland brings a number of benefits to the region. It provides safe and affordable housing for the elderly, access to a swimming pool in Hokitika and facilitates commercial fishing opportunities in South Westland through Jacksons Bay Wharf. In addition, recreational land users, residents and businesses benefit from the availability and downstream provision of amenities.

## **Other Council organisations**

### **West Coast Wilderness Trust**

The Trust brings significant numbers of tourists to the region through its promotion of the West Coast Wilderness Trail that benefits a number of local businesses. It also gives residents an outstanding outdoor recreation asset that can facilitate fun, enjoyment and healthy activity.

### **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. Effects of 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.
- Changes in the external environment that may affect the CCOs' viability or ability to perform, such as if Air New Zealand withdrew its services from the Hokitika Airport Limited.

### Target performance of the CCOs

Level of service	Performance measures	Current performance	Performance target: Years 1 – 3 (2018 – 2021)	Performance target: Years 4 – 10 (2022 – 2028)
<b>Westroads Ltd:</b> To comply with its Statement of Intent	The ratio of net profit before taxation and revaluations shall be at least 10% A return of an annual dividend to the shareholder of between 40-70% of the company's net profit after tax. Compliance with statutory and regulatory requirements enabling Westroads Ltd and the relevant council's to comply with the LGA.	70%	100%	100%
<b>Westland Holdings Limited:</b> To comply with its Statement of Intent	The target ration of shareholders' funds to total assets shall not be less than 50% for the period covered by the Statement of Intent. Subsidiary companies shall return a minimum acceptable dividend. Ensure that the financial targets and strategic direction of WHL are in line with the WDC requirements.	70%	100%	100%
<b>Destination Westland:</b> To comply with its Statement of Intent.  Westland Holdings Ltd will receive Destination Westland's Statement on the 30 June 2018. This Statement of Intent will outline the activities that are currently being managed by the two CCO's that were amalgamated to form Destination Westland.  As outlined in this LTP, the management of a number other activities will be transferred to Destination Westland when this Plan is adopted on the 3 July. These activities will not appear in the Destination Westland's Statement of Intent for 2018/19.  It is possible that the Board of Management for Westland Holdings Ltd may request changes to the Destination Westland Statement of	<p><b>Financial measures:</b> The ratio of net profit before taxation and revaluations (before extraordinary items) to average shareholder funds within a range of 1% and 6%. The ratio of the net profit before taxation and revaluations to average total assets of 1%. Compliance with statutory and regulatory requirements enabling Destination Westland and the relevant council's to comply with the LGA.</p> <p><b>Non-Financial measures:</b>  <b>a. Aged care occupancy:</b> Target: annual percentage occupancy to be no less than 95%.  <b>b. Swimming pool:</b> Target: annual total admissions to be within 5% of those of the previous year. Note: 2017/2018 admissions = 16,849 (as at 15 June 2018).  <b>c. Baches on Road Reserve:</b> Target: annual number of licenses to occupy to be greater than 70.  <b>d. Jacksons Bay Wharf:</b> Target: annual percentage of commercial fishing vessels who use the wharf with licenses to occupy = 90%  <b>e. Leasehold properties:</b></p>	There are no current Performance measures for Destination Westland as the CCO will be formed after this Plan is adopted	1 to 6%	1 to 6%
			> 95%	> 95%
			within 5% of previous year	within 5% of previous year
			> 70	> 70
			90%	90%
			80%	80%

Intent when it is received on the 30 June 2018.	Target: annual percentage of leasehold properties available for lease = 80%		
	<b>f. Tenant satisfaction:</b>	> 90%	> 90%
	Target: tenant satisfaction with the provision of the company's aged care rental housing greater than/ or equal to 90%.		
	<b>g. Time loss through injury</b>	Zero	Zero
	Target: loss time injuries will be 0.		
	<b>h. Annual CAA audit and findings</b> Target: nil findings	Nil	Nil
	<b>i. Aircraft movement statistics</b> Target: within 5% of previous year Note: (2016/2017) = 3,929.	within 5% of previous year	within 5% of previous year
	<b>j. Passenger numbers through terminal.</b> Target: within 5% of previous year (2016/2017) 39,806 Pax		

### Financial information

Council financial contributions to Hokitika Swimming Pool are contained in the budget for the respective activity.

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

## Prospective Leadership statement of service performance

For the years ended 30 June 2019 – 2028

	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028
<b>Revenue</b>										
Rates	793,433	946,315	871,114	844,015	956,403	991,252	1,023,572	1,072,194	1,041,316	998,086
Rates penalties	163,000	166,260	169,751	173,316	177,129	181,203	185,371	189,820	194,375	199,429
Internal charges and overheads recovered	3,517,995	3,689,416	3,861,731	3,792,365	3,822,232	3,994,990	3,951,657	4,001,642	4,227,905	4,143,000
Fees and charges	25,035	30,636	26,072	26,619	32,625	27,831	28,471	34,924	29,854	30,630
Rental	61,850	55,546	56,292	56,742	55,229	64,966	83,956	84,907	85,881	86,961
Grants, subsidies and donations	950	969	989	1,010	1,032	1,056	1,080	1,106	1,133	1,162
Interest and dividends	690,000	612,000	624,852	637,974	652,009	667,006	682,347	698,723	715,492	734,095
Recoveries	69,840	76,516	73,008	74,588	81,553	77,688	79,225	86,542	82,246	83,755
Miscellaneous revenue	-	-	-	-	-	-	-	-	-	-
<b>Total revenue</b>	<b>5,322,104</b>	<b>5,577,658</b>	<b>5,683,809</b>	<b>5,606,630</b>	<b>5,778,213</b>	<b>6,005,990</b>	<b>6,035,680</b>	<b>6,169,858</b>	<b>6,378,202</b>	<b>6,277,119</b>
<b>Expenditure</b>										
Democracy	1,045,853	1,127,190	1,058,887	1,045,199	1,117,104	1,102,957	1,091,585	1,173,498	1,164,736	1,148,457
Corporate Services	4,454,774	4,553,472	4,672,499	4,586,357	4,686,019	4,908,521	4,936,595	4,988,859	5,205,967	5,121,162
<b>Total expenditure</b>	<b>5,500,627</b>	<b>5,680,662</b>	<b>5,731,386</b>	<b>5,631,556</b>	<b>5,803,123</b>	<b>6,011,479</b>	<b>6,028,180</b>	<b>6,162,358</b>	<b>6,370,702</b>	<b>6,269,619</b>
<b>Surplus/(Deficit)</b>	<b>(178,523)</b>	<b>(103,004)</b>	<b>(47,577)</b>	<b>(24,926)</b>	<b>(24,911)</b>	<b>(5,488)</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
<b>Capital Expenditure</b>										
Council HQ - Refurbishment	100,000	-	-	15,930	-	-	-	-	-	-
Information Tech - Replacement Councillors tablets	-	15,300	-	-	16,260	-	-	17,310	-	-
Information Management - DMS	50,000	153,000	-	-	-	-	-	-	-	-
IT Equipment renewals - Server Replacement	-	-	-	106,200	-	-	-	-	117,800	-
IT Equipment renewals - Annual Network	32,000	32,640	33,312	33,984	34,688	35,424	36,160	36,928	37,696	38,528
IT Equipment renewals - Upgrades to workstations	12,000	12,240	12,492	12,744	13,008	13,284	13,560	13,848	14,136	14,448
IT Equipment renewals - Chambers projection replacement	-	10,200	-	-	-	-	-	-	-	-
IT Equipment renewals - Webcam replacement	2,500	-	-	-	-	-	-	-	-	-
IT Equipment renewals - Disaster recovery servers	40,000	-	-	-	-	-	-	-	-	-
IT Equipment renewals - Website	-	-	-	37,170	-	-	-	-	41,230	-
IT Equipment renewals - Civil Defence Laptop	5,000	-	-	-	-	-	-	-	-	-
Pool vehicle	-	-	-	-	86,800	44,320	90,480	-	-	-
<b>Total capital expenditure</b>	<b>241,500</b>	<b>223,380</b>	<b>45,804</b>	<b>206,028</b>	<b>150,756</b>	<b>93,028</b>	<b>140,200</b>	<b>68,086</b>	<b>210,862</b>	<b>52,976</b>



## Prospective Leadership Funding Impact Statement

For the years ended 30 June 2019 – 2028

	Annual plan 30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028
<b>Sources of Operating Funding</b>											
General rates, UGAC, rates penalties	1,073,022	956,433	1,112,575	1,040,865	1,017,332	1,133,532	1,172,455	1,208,943	1,262,014	1,235,691	1,197,515
Targeted Rates	-	-	-	-	-	-	-	-	-	-	-
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	548,500	69,840	76,516	73,007	74,588	81,553	77,688	79,225	86,542	82,246	83,755
Internal charges and overheads recovered	-	3,543,030	3,720,052	3,887,802	3,818,984	3,854,857	4,022	3,980,128	4,036,566	4,257,759	4,173,630
Local authorities fuel tax, fines, infringement fees, and other receipts	-	752,800	668,515	682,133	695,726	708,271	733,027	767,383	784,736	802,506	822,218
<b>Total operating funding</b>	<b>1,621,522</b>	<b>5,322,104</b>	<b>5,577,658</b>	<b>5,683,809</b>	<b>5,606,630</b>	<b>5,778,213</b>	<b>6,005,990</b>	<b>6,035,680</b>	<b>6,169,858</b>	<b>6,378,202</b>	<b>6,277,119</b>
<b>Applications of Operating Funding</b>											
Payments to staff and suppliers	1,094,528	3,006,438	3,150,479	3,116,459	3,180,588	3,302,393	3,300,739	3,397,775	3,527,376	3,519,924	3,586,907
Finance Costs	525,620	556,831	479,020	423,467	397,556	446,659	484,664	527,279	514,885	502,491	490,096
Internal charges and overheads applied	-	1,754,380	1,849,712	1,973,754	1,832,141	1,854,457	2,057,894	1,932,410	1,962,097	2,195,802	2,033,394
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding</b>	<b>1,620,148</b>	<b>5,317,649</b>	<b>5,479,211</b>	<b>5,513,671</b>	<b>5,410,285</b>	<b>5,603,509</b>	<b>5,843,297</b>	<b>5,857,464</b>	<b>6,004,358</b>	<b>6,218,217</b>	<b>6,110,398</b>
<b>Surplus/(deficit) of operating funding</b>	<b>1,374</b>	<b>4,455</b>	<b>98,447</b>	<b>170,138</b>	<b>196,345</b>	<b>174,703</b>	<b>162,694</b>	<b>178,216</b>	<b>165,499</b>	<b>159,984</b>	<b>166,721</b>
<b>Sources of Capital Funding</b>											
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	-	(17,250)	(17,250)	(17,250)	(17,250)	(7500)	(7500)	(7500)	(7500)	(7500)	(7500)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total Sources of Capital Funding</b>	<b>-</b>	<b>(17,250)</b>	<b>(17,250)</b>	<b>(17,250)</b>	<b>(17,250)</b>	<b>(7500)</b>	<b>(7500)</b>	<b>(7500)</b>	<b>(7500)</b>	<b>(7500)</b>	<b>(7500)</b>
<b>Applications of Capital Funding</b>											
Capital Expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditure - to improve Level of service	-	45,000	-	-	-	-	-	-	-	-	-
Capital Expenditure - to replace existing assets	-	196,500	223,380	45,804	206,028	63,956	48,708	49,720	68,086	210,862	52,976
Increase/(decrease) in reserves	1,374	(254,295)	(142,183)	107,084	(26,933)	103,248	106,486	120,997	89,913	(58,377)	106,245
Increase/(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding</b>	<b>1,374</b>	<b>(12,795)</b>	<b>81,197</b>	<b>152,888</b>	<b>179,095</b>	<b>167,204</b>	<b>155,194</b>	<b>170,717</b>	<b>157,999</b>	<b>152,485</b>	<b>159,221</b>

Surplus/(deficit) of capital funding	(1,374)	(4,455)	(98,447)	(170,138)	(196,345)	(174,704)	(162,694)	(178,217)	(165,499)	(159,985)	(166721)
Funding balance	-	-	-	-	-	-	-	-	-	-	-
*Depreciation not included in above table	131,688	290,922	310,203	326,529	333,431	308,795	272,869	277,995	263,024	249,728	253,173

## LEISURE SERVICES AND FACILITIES

*These pages replace pp 83 - 85 of the 2018 – 28 LTP.*



### Hokitika Museum

#### What we do and why

The Hokitika Museum is recognised as a place to discover Westland's tales and treasures. Its services are enjoyed by both residents and also tourists who wish to learn more about Westland's history.

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

The Museum provides quality information, photographs and maps that assist local businesses, heritage groups and schools.

The Hokitika Museum also 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 Carnegie Gallery is undergoing earthquake strengthening and exhibitions are temporarily on hold.

#### The assets

Museum assets include collections, photography, archiving and digitisation equipment and audiovisual equipment for displays.

#### Effects of this activity

There are no significant effects from this activity.

#### The situation in 2018

In September 2016, an initial engineering report determined that the Carnegie Building was earthquake prone and in need of major seismic strengthening for it to be safe for full-time occupation as a museum and to host museum staff and visitors. The building was closed and collections were put into

storage. A subsequent peer review of this engineering report revealed that the building was above the 34% National Building Standards (NBS) rating and therefore occupation was acceptable, although lower than the recommended 67% for public buildings.

In 2017, the decision was made for research and curatorial staff to move into leased premises while strengthening options were assessed. Although the Carnegie Building (operated by Westland District Property Limited, now Destination Westland) is currently closed, and exhibitions by Museum staff in this space are temporarily put on hold, exhibitions may be installed until the commencement of the earthquake strengthening project. Meanwhile, the other functions of the museum including responding to research requests and upgrading of the digital catalogue have continued during this interim period.

In early 2018, construction drawing and engineering design work for the earthquake strengthening work were prepared, and tenders have been called for and assessed.

In addition, Council is continuing to look at future development options for the Museum complex Long-Term and in Years one - three of this Plan intends to work with the community on concepts and options for consideration.

All new donations are catalogued electronically. When time allows retrospective cataloguing is being undertaken. The Museum collection of over 67,000 items includes over 37,000 photos. Approximately 7,000 items donated since mid-2011 are still awaiting being 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.

The management of the Museum was transferred to Destination Westland.

#### Key issues

- Seismic strengthening required to make the Carnegie Building safer for full-time occupation.
- The 1970s buildings which house the collection store and display areas are becoming unfit for purpose due to being low lying and well below the required seismic rating of 67%.
- Discussions and consultation regarding long-term future and concepts of entire Museum complex which could involve major redevelopment with an opportunity to include a Pounamu Centre.
- Fluctuating temperature and relative humidity can cause long-term damage to Museum collections, as can the lack of appropriate shelving and boxing.
- Lack of adequate storage facilities for the collection items.
- Collection items become inaccessible due to obsolete storage medium, e.g. material stored on diskettes, VHS video tapes, etc.
- Increased visitor expectations to be able to access the collection electronically.
- Limited 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 needs to ensure that it can successfully care for its collection and loaned collections, 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 is given to developing a digital storage migration plan and ensuring that adequate resources are allocated to it.

As part of the long-term museum development plans, research facilities at the Museum will be upgraded 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. These developments will enable researchers to work more independently, thereby freeing up existing museum staff from having to provide continual assistance to researchers. Research facilities are an important source of income for the Museum.

Following purchase of 41 Weld Street, Council will prepare to move Hokitika Museum to this building. This will allow the Museum to have space for the appropriate display of Taonga and European artefacts, including the hosting of national and international exhibitions; in conjunction with a Library and Visitor Information Hub, that enables the provision of research, learning, recreational reading, and information services that meet the needs of all users.

### Key Capital Projects

Asset	\$	Timeframe	Funded by
<b>Museum – New museum development</b>	4,879,500	2022 – 2024 (Years 4 – 6)	100% Loan
<b>Museum – Archival Scanner</b>	7,140	2019/20 (Year 2)	100% Depreciation
<b>Museum – Photo booth</b>	2,400	2018/19 (Year 1)	100% Depreciation

## How we want to perform

Level of service	Performance measures	Current performance	Performance target: Year 1 – 3 (2018 – 2021)	Performance target: Years 4 – 10 (2022 – 2028)
Collections developed and maintained with access provided	Collections continue to grow, in line with Hokitika Museum policies.	This is a new measure	Achieved	Achieved
	Deaccessions and disposals are aligned with Hokitika Museum policies.	This is a new measure	Achieved	Achieved
	Backlog of records and documentation reduced.	This is a new measure	Achieved	Achieved

## Financial Information

Operating Expenditure	259,300
Other Expenditure	7,458
<b>Paid for from</b>	
General Rates	266,758
Targeted Rates	-
Other Revenue	-

For 2018/19 this activity will make up 1.2% of the Council's yearly expenditure



## 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 rationale for using different funding sources.

Refer to the **Financial Statements section** (Funding Impact Statement and Financial Summary) for more information about the activity groups.



## 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 volunteer-run libraries in Kumara, Ross, Hari Hari, Whataroa, Ōkārito, Franz Josef, Bruce Bay, 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 (APNK) 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 is currently in discussion with Marlborough and Tasman Districts to provide Borrow Box, an online eBook and eAudiobook database that offers New Zealand and Australian content. Borrow Box will supplement content available through OverDrive. As part of a West Coast library collaboration, library users will have access to PressReader from 1 April 2018. PressReader is a newspaper and magazine database offering over 7000 publications in 60 languages from 120 countries. This database will be available in the Library and to remote library members throughout the District.

An upgrade to the Aotearoa Public Network Kahaora (APNK) public library computer service is scheduled for June 2018. Six Chromebooks will replace the

current PCs, colour printing will be available and an automated booking system will be introduced.

The library website [www.westlib.co.nz](http://www.westlib.co.nz) provides access to electronic databases, library holdings and borrower accounts. The library website, originally launched in 2009, was refreshed in March 2018, in response to community feedback.

The library operates six 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 higher knowledge and improved literacy outcomes.

There has been a steady increase in active members (used the library in last two years) since 2005. At present 46% 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 eight years; furniture over 10 years and computer equipment and library management software between three to 10 years.

### Effects of this activity

There are no significant effects from this activity.

### The situation in 2018

Council operates Westland District Library from a leased building at 20 Sewell St, Hokitika. Library membership is 46% of the Westland population. The network of nine 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 69,197 in 2016/17, a 7% decrease from 74,555 in 2015/16.



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

### Key issues

- More shared services needed.
- Supporting digital learning within the community.
- Wide geographic area to service in Westland District.

### Where we want to be in the future

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, staff training workshops, a joint large print purchasing plan and the circulation of large print collections. Additional shared services that could be possibly be considered include the circulation of other collections, more joint events and programmes and a mobile book bus service.

Reciprocal borrowing between Westland and Grey District began on 1 July 2014 and this has been well received. Following on from the success of this agreement the library is currently in discussion with Grey District Library to introduce a 'one card' system, where library members will be able to borrow resources from either library using the same card.

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.

Providing the resources for people to upskill in digital learning is one of the key focuses for the library moving into the future. At the beginning of 2018, the library purchased 10 Chromebooks to run the Stepping Up computer classes, the computer coding club for senior primary students and for the community to use within the library.

The Council is a partner agency involved in growing the digital economy on the West Coast, as identified

in the Tai Poutini West Coast Economic Development Action Plan 2017.

In collaboration with Tech Space from Greymouth, the library has started to offer additional digital learning opportunities such as an after-school Maker Club aimed at 10-15 year olds interested in 3D printing, electronics and virtual reality.

Due to the geographical spread of the District, the network of nine 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 the Council, which covers expenses relating to running a community library.

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

The Council sees the Library as a digital hub that will need to adapt and evolve as technology and the needs of our community change in the future. This is why the Library's budget includes some modest capital expenditure to create a dedicated space for the delivery of all future digital services at the library.

At present, there is a storage room at the back of the library which is under-utilised and could be converted into a dedicated space for the delivery of technology services with some minor work: including floor covering, blinds, paint and an electrical upgrade to allow for the increased lighting, network cabling, and power sockets demand. The Library intends to partner with other organisations including TechSpace in Greymouth for facilitating classes and this would reduce the financial expenditure required as it would mean Council does not need to provide the computer hardware or personnel resources.

With the purchase of 41 Weld Street Library staff will prepare to move to a space that can adapt and evolve to new information technology and work with Hokitika Museum staff to create programmes that tell the social, cultural and environmental stories of Westland in an engaging and collaborative way. By sharing research space with the Hokitika Museum, staff will be able to share knowledge and resources.

## Key Capital Projects

Asset	\$	Timeframe	Funded by
Library –Refit of library back room for digital learning centre	29,300	2018/19 (Year 1)	100% Depreciation
Library – Books	617,219	2018-2028 (Years 1 – 10)	100% Depreciation

## How we want to perform

Level of service	Performance measures	Current performance	Performance target: Years 1 – 3 (2018 – 2021)	Performance target: Years 4 – 10 (2022 – 2028)
Provide quality library services in the District.	% of residents satisfied with library services	99% (as per 2018 Resident Survey)	90%	95%
	% of residents who are library members	46%	44%	49%

## Financial Information

Operating Expenditure	490,425
Other Expenditure	144,903
<b>Paid for from</b>	
General Rates	606,821
Targeted Rates	-
Other Revenue	28,507

For 2018/19 this activity will make up 2.9% of the Council's yearly expenditure



## 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 rationale for using different funding sources.

Refer to the **Financial Statements section** (Funding Impact Statement and Financial Summary) for more information about the activity groups.

## Prospective Leisure Facilities statement of service performance

For the years ended 30 June 2019 – 2028

	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028
<b>Revenue</b>										
Rates	2,457,214	2,478,734	2,658,904	2,829,304	2,945,422	3,073,336	3,186,942	3,242,224	3,304,214	3,339,361
Grants, subsidies and donations	6,000	6,120	6,249	6,380	6,520	6,670	6,823	6,987	7,155	7,341
Fees and charges	56,827	57,964	59,181	60,424	61,753	63,173	64,626	66,177	67,765	69,527
Commissions	-	-	-	-	-	-	-	-	-	-
Recoveries	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	183,453	183,979	184,628	189,903	190,722	191,680	197,949	199,106	194,299	193,501
Rentals	-	-	-	-	-	-	-	-	-	-
Miscellaneous revenue	169,656	173,049	176,683	180,393	184,362	188,602	192,940	197,571	202,313	207,573
<b>Total revenue</b>	<b>2,873,150</b>	<b>2,899,845</b>	<b>3,085,644</b>	<b>3,266,403</b>	<b>3,388,779</b>	<b>3,523,461</b>	<b>3,649,281</b>	<b>3,712,065</b>	<b>3,775,747</b>	<b>3,817,303</b>
<b>Expenditure</b>										
Parks and reserves	368,507	376,306	387,780	394,308	401,407	410,881	418,438	426,900	438,453	445,929
Cemeteries	181,830	186,003	193,652	195,707	198,783	203,850	206,190	209,944	216,658	218,027
Library	635,328	631,392	561,309	564,483	572,552	578,178	574,194	590,346	600,035	599,672
Museum	266,758	271,929	492,456	500,623	510,347	522,825	532,030	543,456	556,564	564,907
i-Site	186,973	188,581	189,331	188,405	186,156	184,749	185,184	184,599	184,603	185,315
Events	47,328	47,414	48,325	48,300	48,085	47,754	47,580	47,397	46,835	46,109
Cycle trail	186,570	194,377	196,015	196,179	204,051	203,374	202,273	210,733	210,731	211,155
Swimming pools	328,694	332,971	338,511	343,814	354,248	360,375	366,596	378,750	385,971	392,819
Public toilets	282,638	284,618	292,058	298,277	303,332	310,222	317,430	323,468	331,697	339,624
Elderly housing	69,962	69,962	69,962	74,440	74,440	74,440	79,576	79,576	79,576	85,544
Land and Buildings	390,384	394,868	430,010	503,620	506,674	515,056	528,007	535,117	541,462	549,756
<b>Total expenditure</b>	<b>2,944,973</b>	<b>2,978,421</b>	<b>3,199,407</b>	<b>3,308,155</b>	<b>3,360,074</b>	<b>3,411,703</b>	<b>3,457,497</b>	<b>3,530,286</b>	<b>3,592,586</b>	<b>3,638,857</b>
<b>Surplus/(Deficit)</b>	<b>(71,823)</b>	<b>(78,575)</b>	<b>(113,763)</b>	<b>(41,752)</b>	<b>28,705</b>	<b>111,758</b>	<b>191,784</b>	<b>181,780</b>	<b>183,161</b>	<b>178,446</b>
<b>Capital Expenditure</b>										
Reserves - Cass Square - Demolish Grandstand	15,000	-	-	-	-	-	-	-	-	-
Reserves - Cass Square - Building improvements Pavillion	20,000	-	-	-	-	-	-	-	-	-
Reserves - Cass Square - Turf improvements	-	-	15,615	-	-	16,605	-	-	17,670	-



Library - Electrical upgrade	29,300	-	-	-	-	-	-	-	-	-
Library - Audio/Visual Resource	4,324	4,410	4,501	4,592	4,687	4,787	4,886	4,990	5,094	5,206
Library - Free Adult Books	14,053	14,334	14,629	14,924	15,233	15,557	15,880	16,217	16,554	16,920
Library - Adult Non Fiction	18,918	19,296	19,694	20,091	20,507	20,942	21,377	21,831	22,285	22,777
Library - Junior Publications	12,432	12,681	12,942	13,203	13,476	13,762	14,048	14,347	14,645	14,968
Library - Large Print Books	6,486	6,616	6,752	6,888	7,031	7,180	7,329	7,485	7,641	7,809
<b>Total capital expenditure</b>	<b>348,093</b>	<b>451,057</b>	<b>1,734,447</b>	<b>1,741,906</b>	<b>1,983,951</b>	<b>1,754,831</b>	<b>68,041</b>	<b>81,026</b>	<b>88,601</b>	<b>84,536</b>

## Prospective Leisure Facilities Funding impact statement

For the years ended 30 June 2019 – 2028

	Annual plan 30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028
<b>Sources of Operating Funding</b>											
General rates, UAGC, rates penalties	1,438,610	1,484,328	1,492,855	1,651,607	1,811,505	1,835,223	1,868,289	1,885,388	1,923,691	1,967,497	1,988,196
Targeted Rates	1,082,648	972,886	985,879	1,007,297	1,017,799	1,110,199	1,205,047	1,301,554	1,318,533	1,336,717	1,351,165
Grants, subsidies and donations	488,703	6,000	6,120	6,249	6,380	6,520	6,670	6,823	6,987	7,155	7,341
Fees and charges	569,529	56,827	57,964	59,181	60,424	61,753	63,173	64,626	66,177	67,765	69,527
Internal charges and overheads recovered	328,155	76,320	78,113	80,033	81,994	84,091	86,332	88,624	104,224	106,730	109,510
Local authorities fuel tax, fines, infringement fees, and other receipts	120,066	183,453	183,979	224,002	229,435	231,045	232,809	239,901	241,897	237,946	238,020
<b>Total operating funding</b>	<b>4,027,711</b>	<b>2,779,814</b>	<b>2,804,909</b>	<b>3,028,369</b>	<b>3,207,536</b>	<b>3,328,831</b>	<b>3,462,320</b>	<b>3,586,916</b>	<b>3,661,508</b>	<b>3,723,809</b>	<b>3,763,760</b>
<b>Applications of Operating Funding</b>											
Payments to staff and suppliers	2,603,829	2,081,870	2,099,299	2,228,723	2,264,503	2,307,481	2,352,370	2,398,177	2,445,738	2,493,985	2,545,281
Finance Costs	-4,692	-	-	-	51,000	49,875	51,300	51,000	52,800	56,250	59,850
Internal charges and overheads applied	418,333	324,489	331,577	416,723	414,589	415,217	430,697	428,257	430,252	451,688	442,993
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding</b>	<b>3,026,854</b>	<b>2,406,358</b>	<b>2,430,876</b>	<b>2,645,445</b>	<b>2,730,091</b>	<b>2,772,573</b>	<b>2,834,367</b>	<b>2,877,434</b>	<b>2,928,790</b>	<b>3,001,922</b>	<b>3,048,124</b>
<b>Surplus/(deficit) of operating funding</b>	<b>1,000,857</b>	<b>373,455</b>	<b>374,033</b>	<b>382,923</b>	<b>477,445</b>	<b>556,258</b>	<b>627,952</b>	<b>709,483</b>	<b>732,718</b>	<b>721,887</b>	<b>715,635</b>
<b>Sources of Capital Funding</b>											
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	93,336	94,936	96,650	98,399	100,271	102,270	104,316	93,347	95,583	98,063
Increase/ (decrease) in debt	-	(41,500)	14,000	1,433,675	1,451,675	1,405,025	1,358,225	(385,300)	(385,300)	(385,300)	(385,300)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding</b>	<b>-</b>	<b>51,836</b>	<b>108,936</b>	<b>1,530,325</b>	<b>1,550,074</b>	<b>1,505,296</b>	<b>1,460,495</b>	<b>(280,984)</b>	<b>(291,953)</b>	<b>(289,717)</b>	<b>(287,237)</b>
<b>Applications of Capital Funding</b>											
Capital Expenditure - meet additional demand	45,300	29,300	20,400	-	10,620	-	11,070	-	11,540	-	12,040
Capital Expenditure - improve Level of service	6,800	173,880	389,720	1,501,041	1,594,062	1,702,964	1,661,607	1,130	1,154	1,178	1,204
Capital Expenditure - replace existing assets	231,475	149,713	240,937	233,406	137,224	280,987	82,154	66,911	68,332	87,423	71,292



Increase/ (decrease) in reserves	717,282	72,398	(168,088)	178,800	285,583	77,603	333,617	360,459	359,740	343,567	343,864
Increase /(decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total application of capital funding</b>	<b>1,000,857</b>	<b>425,291</b>	<b>482,969</b>	<b>1,913,247</b>	<b>2,027,489</b>	<b>2,061,554</b>	<b>2,088,448</b>	<b>428,500</b>	<b>440,766</b>	<b>432,168</b>	<b>428,400</b>
<b>Surplus/(deficit) of capital funding</b>	<b>(1,000,857)</b>	<b>(373,455)</b>	<b>(374,033)</b>	<b>(382,922)</b>	<b>(477,415)</b>	<b>(556,258)</b>	<b>(627,953)</b>	<b>(709,485)</b>	<b>(732,719)</b>	<b>(721,886)</b>	<b>(715,636)</b>
<b>Funding balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>30</b>	<b>-</b>	<b>(1)</b>	<b>(2)</b>	<b>(1)</b>	<b>1</b>	<b>(1)</b>
*Depreciation not included in above table	832,502	441,652	451,786	459,407	480,127	490,768	481,804	480,475	503,113	499,5053	503,054

## FINANCIAL STATEMENTS

*These pages replace pp 234 – 245 of the 2018 – 28 LTP.*

## Comprehensive Funding Impact Statement

## Prospective Funding Impact Statement

For the years ended 30 June 2019 – 2028

[illegible]

[illegible]

## Prospective Statement of Financial Performance

For the years ended 30 June 2019 – 2028

	Annual plan 30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028
<b>OPERATING INCOME</b>											
Rates	15,036,433	15,543,106	16,124,969	16,379,827	16,467,529	16,955,147	17,389,555	17,588,184	17,987,014	18,247,009	18,297,570
Rates penalties	168,264	163,000	166,260	169,751	173,316	177,129	181,203	185,371	189,820	194,375	199,429
Finance income	622,314	698,515	619,478	631,219	643,150	655,908	669,537	683,412	698,815	715,561	734,139
Fees and charges	2,409,414	1,840,137	1,885,101	1,929,434	1,970,489	2,018,822	2,059,212	2,107,106	2,162,943	2,209,527	2,265,399
Recoveries	140,682	181,897	185,816	189,810	193,843	198,012	202,370	206,775	211,383	215,991	220,857
Commissions	62,154	1,800	1,838	1,876	1,916	1,958	2,003	2,049	2,098	2,149	2,202
NZTA subsidy	4,13,630	3,660,000	3,740,520	3,822,811	3,910,736	4,004,594	4,100,704	4,203,222	4,312,505	4,428,943	4,552,953
Petrol tax	120,000	130,000	132,860	135,783	138,906	142,240	145,653	149,295	153,176	157,312	161,717
Grants and subsidies	512,679	2,036,264	52,289	53,387	54,508	55,708	56,989	58,300	59,699	61,132	62,721
Rentals	29,750	161,849	157,545	160,433	163,070	163,896	176,132	197,679	201,360	205,129	209,309
Contributions	93,795	93,336	94,936	96,650	98,399	100,271	102,270	104,316	93,347	95,583	98,063
Forestry harvest	-	-	-	-	-	-	-	-	-	-	-
Assets vested in Council	-	-	-	-	-	-	-	-	-	-	-
Profit on sale of assets	-	-	-	-	-	-	-	-	-	-	-
Share revaluation	-	-	-	-	-	-	-	-	-	-	-
Revaluation gains	175,517	-	-	-	-	-	-	-	-	-	-
Miscellaneous income	278,016	34,611	35,337	67,568	68,334	69,780	71,294	72,844	74,465	76,124	77,875
Internal charges	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating income</b>	<b>23,668,853</b>	<b>24,544,516</b>	<b>23,196,948</b>	<b>23,638,551</b>	<b>23,884,197</b>	<b>24,543,464</b>	<b>25,156,922</b>	<b>25,558,552</b>	<b>26,146,624</b>	<b>26,608,836</b>	<b>26,888,236</b>
<b>OPERATING EXPENDITURE</b>											
Leadership	1,231,099	1,992,543	1,996,255	1,942,570	1,911,313	2,048,450	2,092,472	2,151,715	2,231,269	2,222,671	2,205,278
Transportation	5,845,505	5,818,240	6,035,219	6,130,831	6,192,307	6,447,904	6,532,214	6,602,144	6,898,368	7,005,862	7,081,123
Water Supply	3,066,326	3,123,647	3,207,115	3,258,772	3,277,474	3,409,599	3,490,362	3,507,776	3,611,145	3,682,598	3,687,152
Wastewater	1,123,632	1,575,622	1,656,485	1,744,936	1,854,869	1,889,076	1,897,355	1,898,980	1,892,488	1,906,466	1,905,917
Stormwater	494,236	562,254	666,434	760,948	806,477	841,061	842,123	837,525	862,362	866,701	859,613
Solid Waste	2,217,036	2,315,658	2,373,252	2,444,188	2,482,587	2,527,486	2,580,350	2,623,267	2,678,082	2,741,817	2,781,198

Community Services	1,217,687	1,353,441	1,173,209	1,211,835	1,220,398	1,237,859	1,261,996	1,278,891	1,301,802	1,330,173	1,355,792
Leisure Services & Facilities	3,758,818	2,761,520	2,794,442	2,945,505	3,048,621	3,098,935	3,146,684	3,187,087	3,257,688	3,321,346	3,369,762
Planning & Regulatory	2,179,881	2,265,931	2,362,157	2,417,692	2,471,193	2,422,896	2,507,634	2,511,014	2,578,735	2,625,546	2,664,401
Bad debts	-	-	-	-	-	-	-	-	-	-	-
Loss on sale of assets	-	-	-	-	-	-	-	-	-	-	-
Revaluation losses	-	-	-	-	-	-	-	-	-	-	-
<b>Total operating expenditure</b>	<b>25,270,432</b>	<b>21,768,855</b>	<b>22,264,568</b>	<b>22,857,277</b>	<b>23,265,239</b>	<b>23,923,266</b>	<b>24,351,191</b>	<b>24,598,398</b>	<b>25,311,940</b>	<b>25,703,179</b>	<b>25,910,235</b>
<b>Surplus/(deficit) before tax</b>	<b>2,534,633</b>	<b>2,775,661</b>	<b>932,380</b>	<b>781,274</b>	<b>618,958</b>	<b>620,198</b>	<b>805,731</b>	<b>960,155</b>	<b>834,684</b>	<b>905,657</b>	<b>972,000</b>
Taxation expenses/(benefit)	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(deficit) after tax</b>	<b>2,534,633</b>	<b>2,775,661</b>	<b>932,380</b>	<b>781,274</b>	<b>618,958</b>	<b>620,198</b>	<b>805,731</b>	<b>960,155</b>	<b>834,684</b>	<b>905,657</b>	<b>972,000</b>
<b>Note:</b> Total expenditure includes:											
Depreciation	5,807,916	5,928,807	6,349,768	6,473,558	6,587,400	6,887,227	6,836,168	6,838,728	7,181,703	7,159,987	7,171,673
Finance expenditure	777,592	756,669	797,398	831,090	931,314	1,031,772	1,082,940	1,100,027	1,051,204	1,004,019	956,972

## Comprehensive Revenue

For the years ended 30 June 2019 – 2028

	Annual plan 30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028
Surplus/(deficit) after tax	2,534,634	2,775,661	932,380	781,274	618,958	620,198	805,731	960,155	834,684	905,657	972,000
Increase/(decrease) in restricted reserves	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in revaluation reserves	16,976,700	17,700,410	-	2,717,063	22,601,877	-	3,215,272	24,815,511	-	3,596,330	27,943,740
Financial assets at fair value through other comprehensive revenue	-	-	-	-	-	-	-	-	-	-	-
Total other comprehensive revenue	16,976,700	17,700,410		2,717,063	22,607,877	-	3,215,511	24,815,511	-	3,596,330	27,943,740
<b>Total comprehensive revenue</b>	<b>19,511,334</b>	<b>20,476,071</b>	<b>932,380</b>	<b>3,498,338</b>	<b>23,220,835</b>	<b>620,198</b>	<b>4,021,003</b>	<b>25,775,666</b>	<b>834,684</b>	<b>4,501,987</b>	<b>28,915,741</b>



## Prospective Statement of Changes in Net Assets/Equity

For the years ended 30 June 2019 – 2028

	Annual plan 30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028
<b>Equity at start of year</b>	<b>425,746,369</b>	<b>430,607,727</b>	<b>451,083,798</b>	<b>452,016,178</b>	<b>455,514,515</b>	<b>478,735,350</b>	<b>479,355,548</b>	<b>483,376,551</b>	<b>509,152,217</b>	<b>509,986,901</b>	<b>514,488,888</b>
Total comprehensive revenue	19,511,334	20,476,071	932,380	3,498,338	23,220,835	620,198	4,021,003	25,775,666	834,684	4,501,987	28,915,741
<b>Equity at end of year</b>	<b>445,258,703</b>	<b>451,083,798</b>	<b>452,016,178</b>	<b>455,514,515</b>	<b>478,735,350</b>	<b>479,355,548</b>	<b>483,376,551</b>	<b>509,152,217</b>	<b>509,986,901</b>	<b>514,488,888</b>	<b>543,404,629</b>
<b>Components of Equity</b>											
Retained earnings at start of year	153,029,000	149,636,527	151,581,474	151,411,845	149,411,370	147,528,369	145,888,970	144,788,461	143,226,507	141,702,464	140,060,679
Surplus/(deficit) after tax	2,534,634	2,775,661	932,380	781,274	618,958	620,198	805,731	960,155	834,683	905,657	972,001
Transfers (to)/from restricted/Council created reserves	(3,876,665)	(830,714)	(1,102,009)	(2,781,749)	(2,501,959)	(2,259,598)	(1,906,240)	(2,522,109)	(2,358,726)	(2,547,442)	(2,670,220)
<b>Retained earnings at end of year</b>	<b>151,686,969</b>	<b>151,581,474</b>	<b>151,411,845</b>	<b>149,411,370</b>	<b>147,528,369</b>	<b>145,888,970</b>	<b>144,788,461</b>	<b>143,226,507</b>	<b>141,702,464</b>	<b>140,060,679</b>	<b>138,362,460</b>
Revaluation reserves at start of year	267,817,440	274,390,750	292,091,160	292,091,160	294,808,223	317,410,100	317,410,100	320,625,372	345,440,883	345,440,883	349,037,213
Revaluation gains	16,976,700	17,700,410	-	2,717,063	22,601,877	-	3,215,272	24,815,511	-	3,596,330	27,943,740
<b>Revaluation reserves at end of year</b>	<b>284,794,140</b>	<b>292,091,160</b>	<b>292,091,160</b>	<b>294,808,223</b>	<b>317,410,100</b>	<b>317,410,100</b>	<b>320,625,372</b>	<b>345,440,883</b>	<b>345,440,883</b>	<b>349,037,213</b>	<b>376,980,953</b>
Restrict/Council create reserves at start of year	4,899,929	6,580,450	7,411,164	8,513,173	11,294,922	13,796,881	16,056,478	17,962,718	20,484,827	22,843,553	25,390,995
Transfers (to)/from reserves	3,876,665	830,714	1,102,009	2,781,749	2,501,959	2,259,598	1,906,240	2,522,109	2,358,726	2,547,442	2,670,220
Financial asset revaluation gains	-	-	-	-	-	-	-	-	-	-	-
<b>Restrict/Council created reserves at end of year</b>	<b>8,776,594</b>	<b>7,411,164</b>	<b>8,513,173</b>	<b>11,294,922</b>	<b>13,796,881</b>	<b>16,056,478</b>	<b>17,962,718</b>	<b>20,484,827</b>	<b>22,843,553</b>	<b>25,390,995</b>	<b>28,061,216</b>
<b>Equity at end of year</b>	<b>445,257,703</b>	<b>451,083,798</b>	<b>452,016,178</b>	<b>455,514,515</b>	<b>478,735,350</b>	<b>479,355,548</b>	<b>483,376,551</b>	<b>509,152,217</b>	<b>509,986,901</b>	<b>514,488,887</b>	<b>543,404,629</b>

## Prospective Statement of Financial Position

For the years ended 30 June 2019 – 2028

	Annual plan 30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & cash equivalents	6,763,316	5,569,740	6,737,825	9,421,697	11,819,352	13,936,088	15,651,181	17,957,235	20,078,987	22,297,780	24,547,849
Debtors & other receivables	2,666,239	2,353,584	2,224,365	2,258,073	2,267,466	2,329,898	2,388,443	2,425,778	2,481,045	2,524,040	2,548,789
Non-current assets held for sale	-	-	-	-	-	-	-	-	-	-	-
Inventory	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total current assets</b>	<b>9,429,555</b>	<b>7,923,324</b>	<b>8,962,190</b>	<b>11,679,769</b>	<b>14,086,819</b>	<b>16,265,985</b>	<b>18,039,624</b>	<b>20,383,013</b>	<b>22,560,032</b>	<b>24,821,820</b>	<b>27,096,637</b>
<b>Non-current assets</b>											
Property, Plant and Equipment	452,668,212	459,715,811	460,533,586	464,137,595	487,526,210	487,243,231	489,915,859	512,011,422	509,377,329	510,294,194	535,594,189
Forestry assets	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Derivative Financial Instruments	-	-	-	-	-	-	-	-	-	-	-
Other Financial Assets	39,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000
Council Controlled Organisation	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	8,695,000
Intangible assets	71,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000
Investments	1,359,000	371,188	371,188	371,188	371,188	371,188	371,188	371,188	371,188	371,188	371,188
<b>Total non-current assets</b>	<b>462,834,212</b>	<b>468,892,999</b>	<b>469,710,774</b>	<b>473,314,783</b>	<b>496,703,398</b>	<b>496,420,419</b>	<b>499,093,047</b>	<b>521,188,610</b>	<b>518,554,517</b>	<b>519,471,382</b>	<b>544,771,377</b>
<b>Total assets</b>	<b>472,263,767</b>	<b>476,816,322</b>	<b>478,672,964</b>	<b>484,994,552</b>	<b>510,790,217</b>	<b>512,686,404</b>	<b>517,132,671</b>	<b>541,571,623</b>	<b>541,114,549</b>	<b>544,293,202</b>	<b>571,868,014</b>

	Annual plan 30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028
<b>LIABILITIES</b>											
<b>Current liabilities</b>											
Creditors and other payables	2,423,192	2,087,424	2,134,959	2,183,156	2,215,306	2,277,618	2,318,372	2,340,900	2,408,198	2,444,388	2,462,775
Borrowings	6,343,000	1,701,426	1,310,692	939,334	1,106,786	1,225,898	1,309,483	1,310,057	1,310,643	1,311,243	1,311,243
Employee entitlements	296,000	182,000	186,368	190,654	194,849	198,746	202,522	206,167	209,672	212,817	215,797
Provisions	-	-	-	-	-	-	-	-	-	-	-
Tax payable	3,000	3,000	3,063	3,127	3,193	3,263	3,338	3,415	3,497	3,581	3,670
Other current liabilities	193,000	377,000	384,917	393,000	401,253	410,081	419,513	429,161	439,461	450,008	461,259
<b>Total current liabilities</b>	<b>9,258,192</b>	<b>4,350,850</b>	<b>4,019,999</b>	<b>3,709,272</b>	<b>3,921,387</b>	<b>4,115,606</b>	<b>4,253,229</b>	<b>4,289,701</b>	<b>4,371,472</b>	<b>4,422,038</b>	<b>4,454,744</b>
<b>Non-current liabilities</b>											
Provisions	1,000,000	2,089,000	2,089,000	2,089,000	2,089,000	2,089,000	2,089,000	2,089,000	2,089,000	2,089,000	2,089,000
Borrowings	16,304,452	18,744,675	19,999,308	23,132,814	25,495,068	26,576,410	26,863,636	25,490,049	24,116,136	22,741,892	21,367,929
Employee entitlements	29,000	20,000	20,480	20,951	21,412	21,840	22,255	22,656	23,041	23,387	23,714
Derivative financial instruments	384,420	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Deferred Tax	-	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000
Other non-current liabilities	30,000	-	-	-	-	-	-	-	-	-	-
<b>Total non-current liabilities</b>	<b>17,747,872</b>	<b>21,381,675</b>	<b>22,636,788</b>	<b>25,770,765</b>	<b>28,133,480</b>	<b>29,215,250</b>	<b>29,502,891</b>	<b>28,129,705</b>	<b>26,756,177</b>	<b>25,382,279</b>	<b>24,008,643</b>
<b>Equity</b>											
Public equity	151,686,969	151,581,474	151,411,845	149,411,370	147,528,369	145,888,970	144,788,461	143,226,508	141,702,465	140,060,680	138,362,461
Restricted Reserves	8,76,5947	7,347,164	8,449,173	11,230,922	13,733,881	15,992,478	17,898,718	20,420,826	22,779,551	25,326,992	27,997,212
Asset revaluation reserves	284,794,140	292,091,160	292,091,160	294,808,223	317,410,100	317,410,100	320,625,372	345,440,883	345,440,883	349,037,213	376,980,953
Other reserves	-	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000
<b>Total Equity</b>	<b>445,257,703</b>	<b>451,083,798</b>	<b>452,016,178</b>	<b>455,514,515</b>	<b>478,735,350</b>	<b>479,355,548</b>	<b>483,376,551</b>	<b>509,152,217</b>	<b>509,986,899</b>	<b>514,488,885</b>	<b>543,404,626</b>
<b>Total liabilities and equity</b>	<b>472,263,767</b>	<b>476,816,322</b>	<b>478,672,964</b>	<b>484,994,552</b>	<b>510,790,217</b>	<b>512,686,404</b>	<b>517,132,672</b>	<b>541,571,623</b>	<b>541,114,549</b>	<b>544,293,202</b>	<b>571,868,013</b>

## For the years ended 30 June 2019 – 2028

For the years ended 30 June 2019 – 2028

[illegible]

	Annual plan 30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028
<b>Cash was applied to:</b>											
Purchase of property, plant and equipment	7,370,575	9,041,893	7,167,543	7,360,504	7,374,139	6,604,248	-	4,121,361	4,550,192	4,483,106	4,532,159
Term investments, shares and advances	-	-	-	-	-	-	-	-	-	-	-
Forestry capital expenditure	-	-	-	-	-	-	-	-	-	-	-
	<b>7,370,575</b>	<b>9,041,893</b>	<b>7,167,543</b>	<b>7,360,504</b>	<b>7,374,139</b>	<b>6,604,248</b>	<b>-</b>	<b>4,121,361</b>	<b>4,550,192</b>	<b>4,483,106</b>	<b>4,532,159</b>
<b>Net cash flow from investing activities</b>	<b>(6,920,575)</b>	<b>(9,041,893)</b>	<b>(7,167,543)</b>	<b>(7,360,504)</b>	<b>(7,374,139)</b>	<b>(6,604,248)</b>	<b>-</b>	<b>(4,121,361)</b>	<b>(4,550,192)</b>	<b>(4,483,106)</b>	<b>(4,532,159)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Cash was received from:</b>											
Proceeds from borrowings	4,552,000	2,615,000	2,565,325	4,072,840	3,544,040	2,382,240	1,671,710	11,470	11,730	12,000	12,280
	<b>4,552,000</b>	<b>2,615,000</b>	<b>2,565,325</b>	<b>4,072,840</b>	<b>3,544,040</b>	<b>2,382,240</b>	<b>1,671,710</b>	<b>11,470</b>	<b>11,730</b>	<b>12,000</b>	<b>12,280</b>
<b>Cash was applied to:</b>											
Repayment of borrowings	1,791,804	1,570,676	1,701,426	1,310,692	1,014,334	1,181,786	1,300,898	1,384,483	1,385,057	1,385,643	1,386,243
	<b>1,791,804</b>	<b>1,570,676</b>	<b>1,701,426</b>	<b>1,310,692</b>	<b>1,014,334</b>	<b>1,181,786</b>	<b>1,300,898</b>	<b>1,384,483</b>	<b>1,385,057</b>	<b>1,385,643</b>	<b>1,386,243</b>
<b>Net cash flow from financing activities</b>	<b>2,760,196</b>	<b>1,044,324</b>	<b>863,899</b>	<b>2,762,148</b>	<b>2,529,706</b>	<b>1,200,454</b>	<b>370,812</b>	<b>(1,373,013)</b>	<b>(1,373,327)</b>	<b>(1,373,643)</b>	<b>(1,373,963)</b>
Net increase/(decrease) in cash held	4,063,316	1,448,740	1,168,086	2,683,873	2,397,656	2,116,736	1,715,091	2,306,055	2,121,752	2,218,795	2,250,071
Add cash at start of year (1 July)	2,700,000	4,121,000	5,569,740	6,737,826	9,421,699	11,819,355	13,936,091	15,651,182	17,957,237	20,078,989	22,297,784
<b>Balance at end of year (30 June)</b>	<b>6,763,316</b>	<b>5,569,740</b>	<b>6,737,826</b>	<b>9,421,699</b>	<b>11,819,355</b>	<b>13,936,091</b>	<b>15,651,182</b>	<b>17,957,237</b>	<b>20,078,989</b>	<b>22,297,784</b>	<b>24,547,855</b>
<b>REPRESENTED BY</b>											
Cash, cash equivalents and bank overdrafts	6,763,316	5,569,740	6,737,826	9,421,699	11,819,355	13,936,091	15,651,182	17,957,237	20,078,989	22,297,784	24,547,855
	<b>6,763,316</b>	<b>5,569,740</b>	<b>6,737,826</b>	<b>9,421,699</b>	<b>11,819,355</b>	<b>13,936,091</b>	<b>15,651,182</b>	<b>17,957,237</b>	<b>20,078,989</b>	<b>22,297,784</b>	<b>24,547,855</b>

## Prospective Reconciliation of Net Surplus to Operating Activities

For the years ended 30 June 2019 – 2028

	Annual plan 30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028
Surplus/deficit after tax	2,534,634	2,775,661	932,380	781,274	618,958	620,198	805,731	960,155	834,683	905,657	972,001
<b>Add/(Less non-cash expenses</b>											
Revaluation (gains)/losses	(175,517)	-	-	-	-	-	-	-	-	-	-
Depreciation & amortisation	5,807,916	5,928,809	6,349,768	6,473,558	6,587,400	6,887,227	6,836,168	6,841,311	7,184,286	7,162,570	7,175,905
Bad debts	-	-	-	-	-	-	-	-	-	-	-
Assets vesting in council	-	-	-	-	-	-	-	-	-	-	-
	<b>5,632,399</b>	<b>5,928,809</b>	<b>6,349,768</b>	<b>6,473,558</b>	<b>6,587,400</b>	<b>6,887,227</b>	<b>6,836,168</b>	<b>6,841,311</b>	<b>7,184,286</b>	<b>7,162,570</b>	<b>7,175,905</b>
<b>Add/(Less) items classified as investing or financial activities</b>											
(Gains)/losses on sale of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-
(Gains)/losses in fair value of forestry assets	-	-	-	-	-	-	-	-	-	-	-
(Gains)/losses in fair value of investment properties	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
<b>Plus/(Less) movements in working capital</b>											
(Increase)/decrease in inventories	-	-	-	-	-	-	-	-	-	-	-
(Increase)/decrease in debtors and other receivables	(866,530)	244,768	111,995	(63,960)	10,423	(66,124)	(89,699)	(19,211)	(60,946)	(79,605)	(978)
Increase/(decrease) in creditors and other payables	923,192	497,073	64,758	78,449	12,334	66,005	71,908	4,403	72,978	72,799	(5,384)
Increase/(decrease) in employee entitlements	-	-	4,848	4,758	4,655	4,325	4,191	4,046	3,890	3,491	3,307
Increase/(decrease) in provisions	-	-	7,980	8,148	8,319	8,898	9,507	9,726	10,382	10,631	11,340
	<b>56,662</b>	<b>741,841</b>	<b>189,581</b>	<b>27,395</b>	<b>35,730</b>	<b>13,104</b>	<b>(4,093)</b>	<b>(1,036)</b>	<b>26,303</b>	<b>7,316</b>	<b>8,285</b>
<b>Net cashflow from operating activities</b>	<b>8,223,695</b>	<b>9,446,309</b>	<b>7,471,730</b>	<b>7,282,228</b>	<b>7,242,088</b>	<b>7,520,530</b>	<b>7,637,805</b>	<b>7,800,429</b>	<b>8,045,271</b>	<b>8,075,543</b>	<b>8,156,193</b>



## Prospective Reconciliation of Net Surplus/(Deficit) to Council Funding Impact Statement

For the years ended 30 June 2019 – 2028

	Annual plan 30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028
<b>Operating surplus/(deficit) from cost of service statements</b>											
Leadership	445,517	(178,523)	(103,004)	(47,577)	(24,926)	(24,911)	(5,488)	7,500	7,500	7,500	7,500
Transportation	724,358	54,192	(8,629)	34,203	152,385	75,450	119,517	165,421	74,399	123,975	175,387
Water Supply	1,060,134	1,059,683	1,088,874	580,221	165,834	169,689	193,802	195,820	190,918	192,993	195,027
Wastewater	10,000	2,001,252	22,445	30,226	47,557	57,361	65,806	73,914	68,434	76,437	84,119
Stormwater	57,474	13,612	26,552	51,854	71,236	73,511	78,386	83,122	78,635	83,408	88,047
Solid Waste	68,566	3,194	(8,962)	3,154	5,510	(3,052)	(2,304)	(2,481)	(12,406)	(8,097)	(3,680)
Community Services	-	(105,926)	(6,321)	(6,418)	(6,418)	(6,876)	(6,876)	(6,876)	(7,365)	(7,365)	(7,365)
Leisure Services and Facilities	168,585	(71,823)	(78,575)	(74,389)	(2,220)	69,028	152,889	233,737	224,568	226,806	222,966
Planning and Regulatory	-	-	-	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000
Administration and support services	-	-	-	-	-	-	-	-	-	-	-
add Vested assets	-	-	-	-	-	-	-	-	-	-	-
add Interest on internal borrowing	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(deficit) after tax per Statement of Financial Performance</b>	<b>2,534,634</b>	<b>2,775,661</b>	<b>932,380</b>	<b>781,274</b>	<b>618,958</b>	<b>620,199</b>	<b>805,731</b>	<b>960,155</b>	<b>834,683</b>	<b>905,657</b>	<b>972,001</b>
Gains and Losses on Derivatives	(175,517)	-	-	-	-	-	-	-	-	-	-
less Vested assets and interest on internal borrowing not included in the FIS	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(deficit) before vested assets and internal interest</b>	<b>2,359,117</b>	<b>2,775,661</b>	<b>932,380</b>	<b>781,274</b>	<b>618,958</b>	<b>620,199</b>	<b>805,731</b>	<b>960,155</b>	<b>834,683</b>	<b>905,657</b>	<b>972,001</b>
less Capital grants, subsidies and donations	(2,391,040)	(3,753,695)	(1,798,153)	(1,840,984)	(1,959,167)	(2,003,234)	(2,047,302)	(2,093,205)	(2,140,945)	(2,190,521)	(2,241,933)
less Development and financial contributions	(93,795)	(93,336)	(94,936)	(96,650)	(98,399)	(100,271)	(102,270)	(104,316)	(93,347)	(95,583)	(98,063)
less Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
add Depreciation not included in the FIS	5,807,916	5,928,807	6,349,768	6,473,558	6,587,400	6,887,227	6,836,168	6,841,311	7,184,286	7,162,570	7,175,905
<b>Surplus/(deficit) of operating funding</b>	<b>3,323,081</b>	<b>4,857,437</b>	<b>5,389,059</b>	<b>5,317,199</b>	<b>5,148,792</b>	<b>5,403,921</b>	<b>5,492,328</b>	<b>5,603,945</b>	<b>5,784,677</b>	<b>5,782,123</b>	<b>5,807,910</b>
<b>Balance as per Council FIS surplus/(deficit) of funding</b>	<b>5,682,198</b>	<b>4,857,437</b>	<b>5,389,059</b>	<b>5,317,199</b>	<b>5,148,791</b>	<b>5,403,920</b>	<b>5,492,327</b>	<b>5,603,944</b>	<b>5,784,676</b>	<b>5,782,124</b>	<b>5,807,910</b>

These sections replace the respective reserve funding information on p249 (Council Created Reserve Funds) and p 252 (Restricted Reserve Funds) of the 2018 – 28 LTP.

## Prospective Statement of Special Funds Reserves

For the years ended 30 June 2019 – 2028

	Purpose of each reserve fund	Annual plan 30 June 2018	30 June 2019	30 June 2020	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028
<b>Council Created Reserve Funds</b>												
<b>Buildings Renewal</b>	For renewal of all Council operational buildings											
Opening Balance		264,180	576,0004	586,944	598,096	609,460	641,049	673,504	708,137	748,018	789,006	835,715
Deposits		9,510	10,944	11,152	11,364	31,589	32,455	34,633	38,881	41,988	46,709	54,229
Withdrawals		-	-	-	-	-	-	-	-	-	-	-
<b>Closing Balance</b>		<b>273,690</b>	<b>586,944</b>	<b>598,096</b>	<b>609,460</b>	<b>641,049</b>	<b>673,504</b>	<b>708,137</b>	<b>747,018</b>	<b>789,006</b>	<b>835,715</b>	<b>889,944</b>
<b>Restricted Reserve Funds</b>												
<b>Depreciations Reserves Fund Summary</b>												
Opening Balance		977,807	-	846,901	1,856,008	4,229,171	6,286,632	8,159,809	9,570,621	11,564,789	13,345,092	15,239,188
Deposits		11,106,046	9,888,794	8,176,650	8,233,667	9,431,600	8,477,425	7,704,378	6,115,489	6,330,495	6,377,202	6,475,432
Withdrawals		(7,370,575)	(9,041,893)	(7,167,543)	(5,860,504)	(7,374,139)	(6,604,248)	(6,293,526)	(4,121,361)	(4,550,192)	(4,483,106)	(4,532)
<b>Closing Balance</b>		<b>4,713,278</b>	<b>846,901</b>	<b>1,856,008</b>	<b>4,229,171</b>	<b>6,286,6326</b>	<b>8,159,809</b>	<b>9,570,661</b>	<b>11,564,789</b>	<b>13,345,092</b>	<b>15,239,188</b>	<b>17,307</b>
<b>Special Funds Reserve Summary</b>												
Opening Balance		4,899,929	6,516,450	7,347,164	8,449,173	11,230,922	13,732,881	15,992,478	17,898,718	20,420,828	22,779,554	25,326,996
Deposits		11,512,960	10,092,663	8,381,810	8,642,311	9,876,161	8,939,793	8,199,884	6,643,556	6,909,021	7,030,675	7,202,536
Withdrawals		(7,636,295)	(9,261,949)	(7,280,801)	(5,860,562)	(7,374,202)	(6,680,195)	(6,293,604)	(4,121,447)	(4,550,295)	(4,483,233)	(4,532,316)
<b>Closing Balance</b>		<b>8,776,594</b>	<b>7,347,164</b>	<b>8,449,173</b>	<b>11,230,922</b>	<b>13,732,881</b>	<b>15,992,478</b>	<b>17,898,718</b>	<b>20,420,828</b>	<b>22,779,554</b>	<b>25,326,996</b>	<b>27,997,217</b>

## FINANCIAL REPORTING AND PRUDENCE DISCLOSURES

These pages replace pp 253 - 255 of the 2018 – 28 LTP.

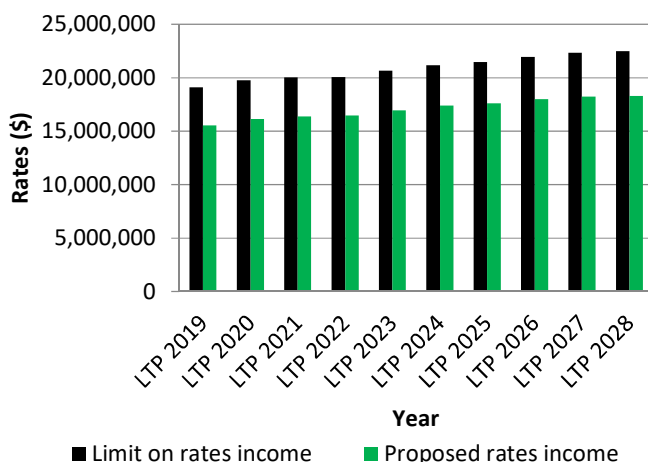
### Purpose

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)

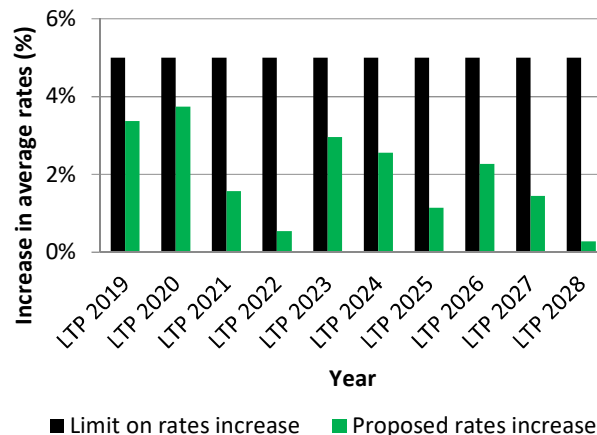


The Council meets the rates (income) affordability benchmark if planned revenue from rates is equal to or less than the quantified limit. The overall limit for rates revenue is the aggregate of the maximum Council has prescribed for each of its activities (as outlined in the Revenue and Financing Policy). This means the limit for each year is individually set but the range is narrow. The lowest being 78% and the highest being 85% 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

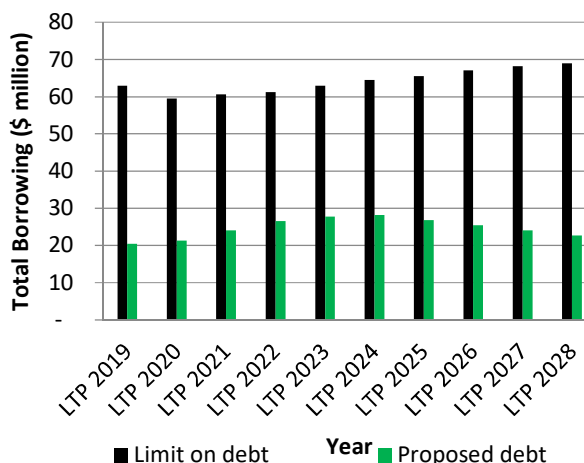


The Council meets the rates (increases) affordability benchmark if the planned increase in revenue from rates as a percentage of the same for the previous year is equal to or less than the quantified limit. It has determined that total rates increases in any one year should not exceed 5%.

The graph above compares the expected rates increases in the financial forecasts against this benchmark.

Council meets this benchmark in all years of the LTP.

### Debt affordability benchmark

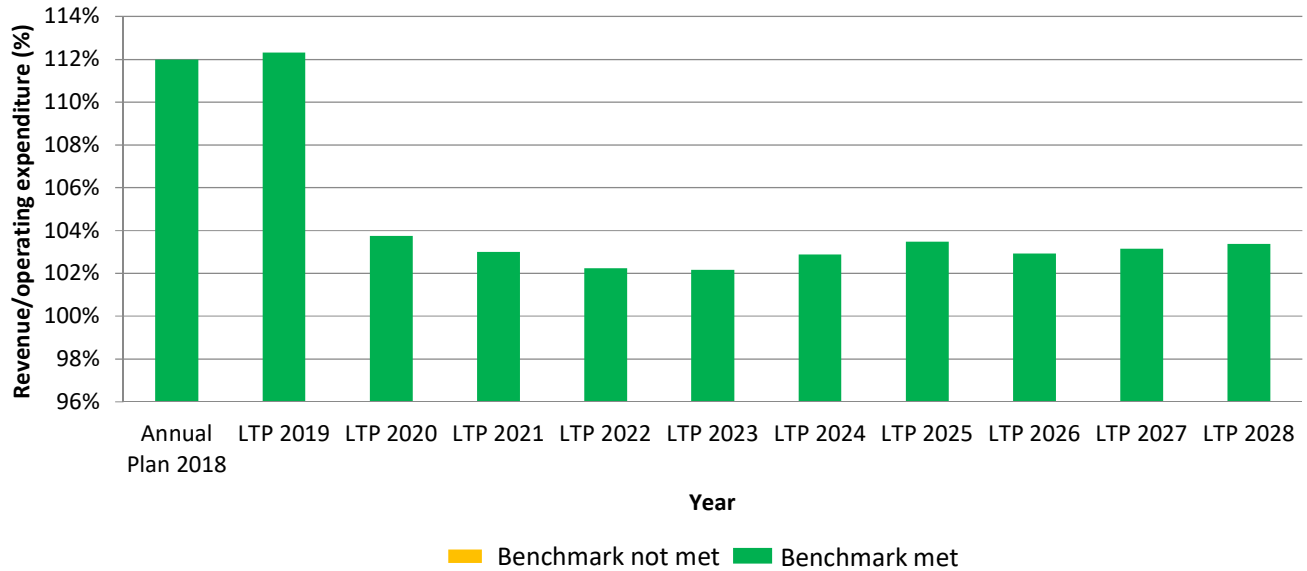


Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing. Council's limit for debt is linked to debt serviceability and is therefore set so that finance costs will not exceed 10% of revenue.

The above 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



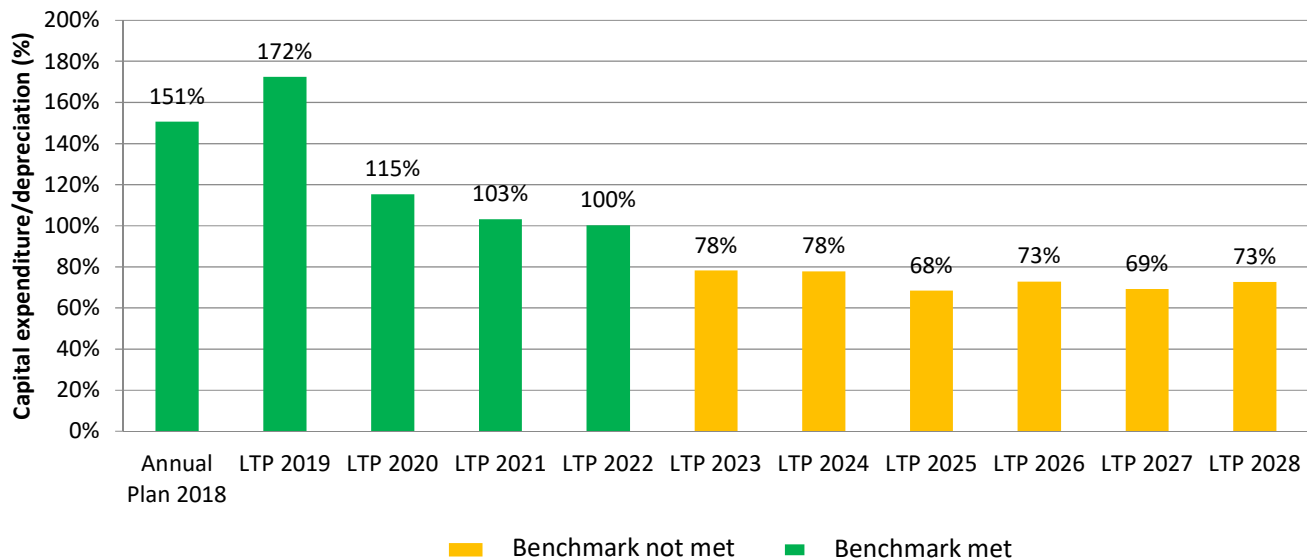
Council meets this benchmark if its revenue equals or is greater than its operating expenses.

property, plant, or equipment) as a proportion of operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant, or equipment).

The above graph displays Council's revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of

Council meets this benchmark in all years of the LTP.

### Essential services benchmark

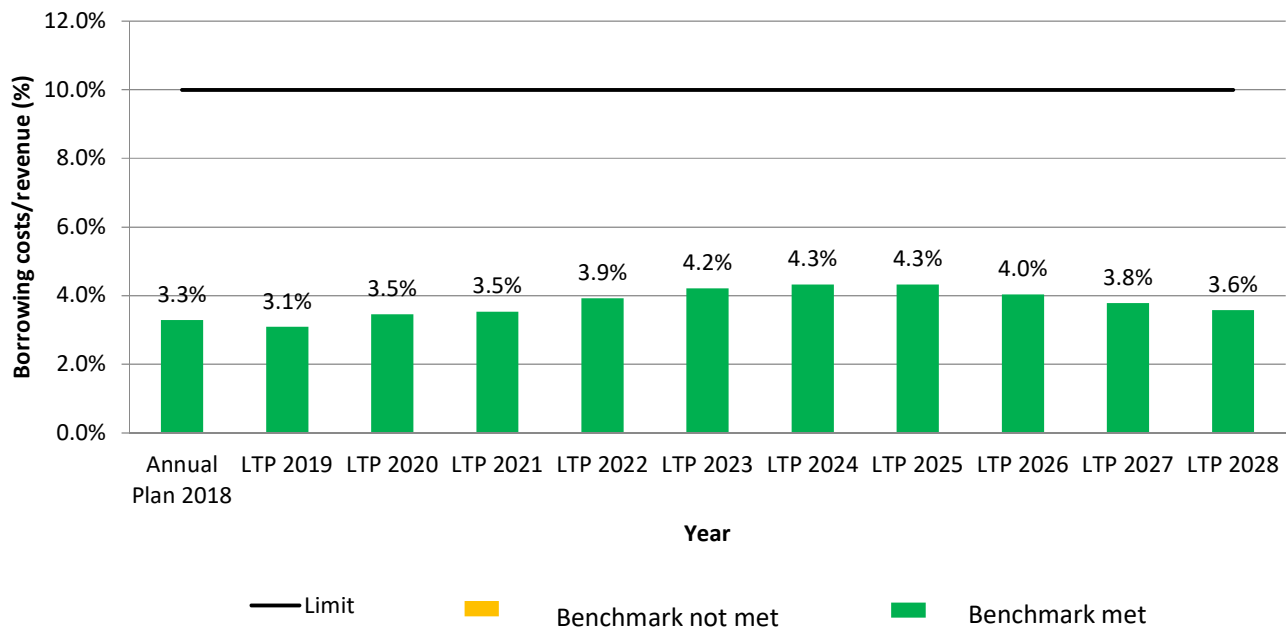


Council meets this benchmark if its capital expenditure on network services equals or is greater than depreciation on network services.

The above graph displays Council's forecast capital expenditure on network services as a proportion of depreciation on network services.

Council does not meet this benchmark for the final six years of the plan. Council have reprioritised the capital renewals programme for assets at the end of life, and have instead made the decision to upgrade existing assets, this is in order to meet the increasing demand from Tourism and to address the impact of new drinking water standards. These changes are further explained in Council's infrastructure and financial strategies.

### 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 above compares Council's forecast interest costs as a proportion of revenue against this benchmark.

Council meets this benchmark in all years of the LTP.