

GROWTH, DEVELOPMENT AND SUSTAINABILITY

URBAN GROWTH STRATEGY

OUR STRATEGY TO 2032

WHAT

The Urban Growth Strategy is Council's approach to managing growth and development in Hutt City to 2032. It focuses on how much we want the city to grow, where new homes and businesses will be accommodated, and what will be done to support and encourage this development.

WHY

The 2013 Census night result showed that Hutt City had grown by only 537 people in the previous seven years. We cannot allow this low level of growth to continue, and recognise that Council needs to be proactive to ensure Hutt City gets its fair share of the region's growth. Growth and development is essential if our city and our communities are to prosper in the medium to long term. By promoting building and construction we can help our city grow, through businesses and organisations that operate here, and through appropriate housing for the range of residents that live or plan to live here.

WHAT WE'VE ALREADY ACHIEVED

- Commenced planning for Urban Growth Strategy projects connected with potential new residential subdivisions

- Promoted a number of major developments under consideration within the CBD, including new apartments in the old Post Office, a mix of apartments and hotel rooms in the old BNZ in High Street and several significant office building upgrades
- Progressed work on the CBD stopbank, with public engagement and consultation on options expected in August 2015
- Continued negotiations with interested parties to secure a new hotel development in the CBD
- Progressed work on the Council administration building at Laings Road, which is due for completion in March 2016
- Agreed preliminary designs for the Event Centre Redevelopment and Riddiford Gardens landscaping
- Completed work on the Anzac Lawn in front of the War Memorial Library
- Worked closely with developers and investors with an emphasis on the CBD
- Increased investment in our CBD Making Places programme aimed at transforming the Lower Hutt CBD by 2030
- Released a discussion document proposing changes to the District Plan to provide for residential growth in Epunui, Waterloo and the CBD fringe, that was consulted on in December 2014

- Extended our Economic Development Incentive policies to encourage medium and high density residential developments, large non-residential developments, conversion of buildings for use as residential apartments, new developments or conversions providing a mix of apartments and commercial space, and developments that will assist new businesses to become established in the city or assist existing businesses to expand and grow
- Invested in our main roads and cycleways
- Committed to transforming Hutt City into one of New Zealand's leading economic growth centres based on science, engineering and technology

STRATEGIC OBJECTIVES

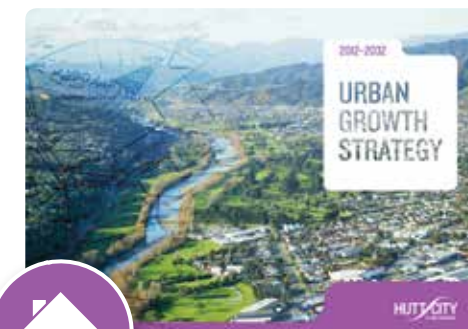
GROWTH TARGETS:

- Target population growth of 0.6% per annum to ensure that at least 110,000 people live in the city by 2032
- Target increase of 250 houses per annum for the first five years and approximately 300 per annum for following five years to 2032

GREENFIELD DEVELOPMENT:

- Provide for residential development on approximately 24 hectares in the Upper Fitzherbert area above Wise Street and below the paper road

- Provide for residential development on approximately 40 – 50 hectares in the Upper Kelson area
- Undertake further investigatory work on the roading options available in Kelson and Wise Street, Wainuiomata, including costings
- Partner with developers to provide key infrastructure for greenfield development including roading and water infrastructure in Upper Kelson and extending and upgrading Wise Street in Wainuiomata
- Limit Council's up-front cost to recover Greenfield infrastructure
- Provide for rural/residential development on approximately 265 hectares in Normandale and Moores Valley



- Allow development of smaller lifestyle sections of 5000 square metres and investigate reducing frontage and driveway requirements
- Allow one hectare lots across the remaining rural residential areas in the city

INTENSIFICATION:

- Provide for targeted infill intensification in Waterloo and Epuni beyond 2018
- Carry out further investigatory work on other areas that may be suitable for targeted infill intensification, e.g. the railway corridor and the periphery of the CBD
- Provide for low-rise apartment developments in key locations in the city, namely:
 - Eastbourne against the hills, and other sites that will not have negative effects on views and shading of existing dwellings
 - Jackson Street from Cuba Street West excluding the area covered by Plan Change 29, The Esplanade and Marine Parade areas in Petone
 - Around the Waterloo shops and train stations with the exception of Ava Station
 - The periphery of the CBD (high-rise is already provided for in the CBD)
 - Suburban shopping centres

- Increase investment in the “Making Places” project that aims to enhance perceptions of the CBD and to encourage development
- Provide for targeted multi-unit development rather than reducing lot size across the board
- Develop and implement through the District Plan (where not already required) design guidelines for medium and high density developments (includes multi-unit developments and apartments) and all developments in the CBD and Petone West
- Provide for 40% coverage rule across the city to remove any impediment to multi-unit development, where necessary
- Investigate the feasibility of relaxing CBD parking requirements per apartment to allow developers and apartment building owners to provide off-site parking where they are converting an existing building into apartments

BUSINESS:

- Investigate the District Plan provisions related to State Highway 2/Korokoro entrance way and the southern portion of Manor Park to further facilitate discussions between Council and NZTA on possible uses/development of these areas

FINANCIAL INCENTIVES:

- Extend the financial incentives policy and make this available for high density developments and large non-residential developments in the city
- Begin the process of reviewing the District Plan to facilitate progress on the Urban Growth Strategy

OTHER MATTERS:

- Stokes Valley – investigate the feasibility of development in the Shaftesbury Grove area
- Petone – investigate and report on possible reverse sensitivity issues associated with development in the Marine Parade area
- Eastbourne – investigate the feasibility of low-rise apartments in the Eastbourne Village
- Kelson – investigate the provision of community facilities that may be required as a result of increasing population growth in the Upper Kelson area
- Normandale – investigate septic tank use in Normandale
- Wainuiomata:
 - Develop a marketing plan for Wainuiomata based on the parameters outlined in the Integrated Vision for Hutt City
 - Investigate septic tank use in Moores Valley and around the Coast Road

- Investigate air quality in the Moores Valley/Coast Road area
- Investigate the possibility of providing for rural residential development on rural land around Pencarrow, Coast Road and other areas of these types
- Investigate the potential for development in current commercial areas of Wainuiomata
- Further Work:
 - Investigate permeability and hydraulic impacts of intensification on water courses
 - Economic Development Plan – review to align this with the Urban Growth Strategy where appropriate
 - Transport – preparatory work on an Integrated Transport Plan as part of the Infrastructure Strategy, and continue working with NZTA on the Cross Valley Link

ENVIRONMENTAL SUSTAINABILITY STRATEGY

OUR STRATEGY TO 2045

WHAT

The Environmental Sustainability Strategy focuses on opportunities and risks we face in regard to our environment. It addresses potential issues, and provides short-term, mid-term and long-term solutions for change. This Strategy guides all future decision-making for Council including:

- Taking leadership as an ambassador for environmental best practise
- Enhancing community engagement and collaboration
- Working in partnership with local businesses and organisations
- Managing our own response to environmental issues

WHY

Our environment is facing some major challenges, and we recognise that there is insufficient emphasis on the environment in our existing plans. We want to shift the focus from trying to fit the environment around us, to fitting within our environment.

WHAT WE'VE ALREADY ACHIEVED

- Established a small team to champion environmental education and sustainability initiatives both inside Council and in the wider community
- Implemented a Sustainable Fleet Vehicle Policy
- Provided an Eco Design advice service, including free information and advice for Lower Hutt homeowners on home building projects and existing homes to ensure that their houses are healthier, drier and warmer
- Provided free or discounted consents for a range of environmental sustainability initiatives including domestic solar hot water heating panels, solar water heating systems, hot water systems, hot water heat pump systems, solar photo-voltaic systems, double glazing retrofits on buildings built prior to the year 2000, and rainwater tanks
- Progressed sustainability initiatives for the new Council administration building, including use of solar energy and ground-sourced heating
- Selected a high percentage of local suppliers to work on our major projects



STRATEGIC OBJECTIVES

GOAL	KEY CONCEPTS	WHAT DOES SUCCESS LOOK LIKE?	TIMEFRAME
Council demonstrates leadership in environmental stewardship and sustainability	Leadership Council will fill the void to address issues	Council embraces low impact urban design approaches. Council plays its part in reducing energy use in our transport, buildings and services. Council manages waste activities to best practice to maximise recycling and diversion. Council develops partnerships with key organisations including business, community, central government and local research organisations. Residents are confident that Council is taking a leadership role.	Short-term/immediate
The city embraces environmental protection and community resilience	Protection The city gains from addressing environmental decline – with Council acting in a facilitative role	Resources are used efficiently and there is minimal waste and pollution. The health of our harbour is ensured by protecting our waterways from contaminants and maintaining and enhancing water levels. We have reliable and high quality water supply requiring minimal treatment. Environmental awareness is heightened, and results in responses to risks and issues in communities and across the Council. The city incorporates a risk and resilience lens in all that we do. Our level of exposure to natural hazards, resource depletion, economic shocks, and other slow-onset or event-based change has been managed or reduced. We understand and prepare for the effects of climate change on city development, risk and vulnerability, council activities and asset planning. Residents are excited, positive and proud to be living in an environmentally progressive city.	Medium-term – but important to start now
The city continuously adapts and enhances its environment	Enhancement The city shifts from actively damaging to actively improving the environment – with Council one participant of many within the community	Biodiversity corridors and green spaces which support native plants and birds, incorporating safe walkways and cycle-ways for both recreational and commuting purposes exist throughout the valley. Development is enhanced around key transport and community hubs. We create a highly desirable city that prospers within its environment without exploiting it. The city has a low carbon footprint – through energy efficiency, promotion of walking, cycling and public transport and landfill management. Residents are confident that they live in a localised society which is geared to improving its environment and responding quickly and effectively to any challenges. The city can provide for its own food and energy needs. The city has embraced an ongoing drive for increased resilience.	Long-term – building on momentum gained

CONTRIBUTION TO LEISURE AND WELLBEING

The group that delivers Growth, Development and Sustainability activities also contributes to the Council's Leisure and Wellbeing Strategy through:

- Best practise landscape design incorporated into all major projects
- Keep Hutt City Beautiful annual campaign, promoting health and safety
- Promotion and running of events across the city
- Planning of future developments that take advantage of existing facilities
- Provision of recreational areas through the District Plan
- Eco Design Advisor providing free consultations and advice on green home improvements that enhance residents health

CONTRIBUTION TO INFRASTRUCTURE

The group that delivers Growth, Development and Sustainability activities also contributes to Council's Infrastructure Strategy through:

- Providing access and connections to core infrastructure through new developments
- Enhancement of cycling and walking opportunities

OPERATIONAL OBJECTIVES

The group that delivers Growth, Development and Sustainability activities is responsible for developing the economic wellbeing of the city, including delivering promotion of the city, environmental planning and consents functions, and developing the environmental wellbeing of the city including environmental education.

The following activities fall under Growth, Development and Sustainability:

- Local Urban Environment
- Economic Development
- Environmental Policy
- Environmental Consents
- City Promotions

Growth, Development and Sustainability activities play a broad role in meeting the current and future needs of our communities for good quality local infrastructure, local public services and performance of regulatory functions.

These activities contribute mainly to the following high level goals for the city's wellbeing, also referred to as 'community outcomes':

A safe community - we live in a safe city, free from crime and injury. Our city is prepared for emergencies.

A strong and diverse economy – a city that grows existing businesses and attracts new business activity, with a focus on the research and development sector;

all members of our community benefit from a strong economy, and we attract increasing numbers of visitors.

An accessible and connected city – a city that is easy to move about with well-designed roads, cycleways and footpaths; members of our community are connected to the digital world.

Healthy people – we live healthy lives, and our city's services help to protect our health and our environment.

A healthy natural environment – we value and protect the natural environment and promote a sustainable city; resources are used efficiently and there is minimal waste and pollution.

Actively engaged in community activities – members of our community participate in arts, cultural, sports and other recreational and leisure activities; the city provides for and encourages participation in these activities.

Strong and inclusive communities – people feel a sense of belonging and are included in the community; our city is built on strong communities that value diversity and support newcomers.

A healthy and attractive built environment – our built environment enhances our quality of life; our city is vibrant, attractive, healthy and well-designed; we promote development that is sustainable, and that values and protects our built heritage and the natural environment.

A number of operational policies and plans reflect how these activities work towards Council's strategic objectives related to growth, development and sustainability, including:

- CBD Making Places – we want our CBD to be attractive to both residents of Hutt City and visitors alike. The CBD Making Places programme to 2030 sets out how this will be achieved in the long term and includes a number of different projects such as public transport improvements and the development of a riverside promenade.
- Economic Development Plan – this Plan focuses on ways in which Hutt City's economic growth can be improved. This will be achieved through more business activity in the city, continued investment in current and new business activities, an available skilled workforce and more sustainable business and economy. The goals and targets presented in this plan align with our overall growth targets in our Urban Growth Strategy.
- Vision Seaview Gracefield 2030 – the Seaview and Gracefield industrial area is an important business hub for Hutt City. This Vision was developed to explore the potential of the area and present ways in which it could be utilised.
- District Plan – the District Plan is the key document that provides guidance for managing land use and development in our city. It is subject to ongoing review and is altered when necessary.

For example, through District Plan Change 29, the Petone West zone was changed from residential to mixed use in 2014, promoting more diversity in the activities in the area.

- Environmental Sustainability Strategy Implementation Plan – following adoption of the Environmental Sustainability Strategy in December 2014 we are moving on to develop a detailed Implementation Plan for the Strategy which will outline the specific actions and contributions required.
- Waste Management and Minimisation Plan – this document details how we will achieve an effective and efficient waste management and minimisation programme across Hutt City.
- Events Strategy – Council-run events are a great way to get involved in the community. Our Events Strategy explains the selection process for events based on a set of priorities and outcomes expected.

Outlined on the following pages for each of our activities is a description of what we do, why we do it, the effects of that activity on community wellbeing, the services we provide, how we measure the success of our services, the major projects we have planned for the period 1 July 2015 to 30 June 2034, the income expected for the year to 30 June 2016, and a Funding Impact Statement for each group:

LOCAL URBAN ENVIRONMENT

WHAT WE DO

We work to develop an urban environment that will enhance the city’s image, attracting people, businesses and investment, and meet our community’s needs and aspirations, while recognising the important role of our heritage and features.

We:

- advocate for good long term spatial and urban form solutions through expert design advice
- preserve and protect our heritage buildings, reflecting and enhancing our distinctive character and identity
- implement environmental policies and plans for Hutt City’s sustainable development, including environmental education and promotion
- run an annual waste minimisation programme to promote the concept of ‘reduce, reuse, recycle’ to businesses and residents.

WHY WE DO IT

We recognise that our urban design and infrastructure must support our changing business and community environment. We manage and develop Hutt City’s public spaces and preserve our heritage buildings because this benefits both businesses and our community. It contributes to our point of difference from other cities, supporting local cultures and enhancing how we identify ourselves. We manage our waste (through promoting recycling and waste reduction) to maintain our community’s health and quality of life.

EFFECTS ON COMMUNITY WELLBEING

The Local Urban Environment activity promotes social, economic, environmental and cultural wellbeing in particular through our strategies for growth and development, our Heritage Policy, our CBD Making Places projects and our Vision documents. It contributes to all community outcomes. Looking at the potential for negative effects associated with this activity, urban design activities could result in temporary disruptions during any construction phase. Ineffective sustainability initiatives could lead to increased resource usage, waste and detrimental impact on the environment.

THE SERVICES WE PROVIDE

We provide design advice and promote best design outcomes for the city including projects associated with the Heritage Policy, CBD Making Places, and Suburban Shopping Centres Improvement Fund.

We encourage people to live more sustainably by thinking about how they can reduce, reuse and recycle. This includes providing information about composting and establishing worm farms. We run two programmes for schools, giving young people the opportunity to explore real life challenges in sustainability and apply their ideas, and full day fieldtrips to Allbrite Industries Ltd, Silverstream Landfill and Earthlink Inc to see first hand how we can recycle, reuse or compost up to 75% of our rubbish. We support collections of hazardous waste to ensure any items unable to be recycled or reused are disposed of safely.

HOW WE MEASURE THE SUCCESS OF OUR SERVICES

MEASURE	ACHIEVED 2010-11	ACHIEVED 2011-12	ACHIEVED 2012-13	ACHIEVED 2013-14	TARGET 2014-15	TARGET 2015-16 TO 2024-25
Making Places: Administration Building redevelopment	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New Annex Structure complete by 2016 New Annex Curtain Wall System installed by 2016
Making Places: Bus Interchange Hub	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	Bus Interchange Hub complete by 2016
Suburban Shopping Centres Improvement Fund	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	Build \$300,000 of improvements by 2016
Residents feel a sense of pride in the way the city looks and feels (measured by independent survey)	89%	90%	87%	87%	≥ previous results	≥ previous results
Residents’ satisfaction with:					≥ 86% of those expressing an opinion	≥ 86% of those expressing an opinion
• litter control	87%	94%	89%	89%	≥ 86% of those expressing an opinion	≥ 86% of those expressing an opinion
• recycling	93%	93%	97%	93%	≥ 86% of those expressing an opinion	≥ 86% of those expressing an opinion
(measured by independent survey)						
Percentage of households that have used the recycling service in the previous 12 months (measured by independent survey)	87%	86%	93%	85%	≥ 86% of households	≥ 86% of households
Tonnes of recycling per annum (measured by management reports)	7,253	7,858	7,853	7,778	Increasing	Increasing

Note: Survey percentages exclude those who responded ‘Don’t know’.

MAJOR PROJECTS PLANNED: LOCAL URBAN ENVIRONMENT

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital Replacements																				
Seaview Gracefield Banners	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Capital Improvements																				
Making Places Civic Administration Building Strengthening	9,822																			
Making Places Civic Events Centre Upgrade	13,883	1,505																		
Making Places Civic Events Centre Upgrade (Carryover from 2014/15)	2,676																			
Making Places Investigations	200	200																		
Making Places Investigations (Carryover from 2014/15)	134																			
Making Places Projects	1,350	3,350																		
Making Places Projects (Carryover from 2014/15)	136																			
Strategic Property Purchases	2,800																			
Strategic Property Purchases (Carryover from 2014/15)	230																			
Suburban Shopping Centre Improvements	300	300		300		300		300		300		300		300		300		300		300
Suburban Shopping Centres Improvements (Carryover from 2014/15)	152																			
Operating																				
Heritage Incentives	52																			
Sculpture Trust	50																			
School Programmes	80																			
Business Programmes	45																			
Waste Minimisation Projects	95																			
Environmental Sustainability Projects	88																			

Note: All costs have been shown in today's dollars and haven't been inflated.



PROSPECTIVE INCOME STATEMENT FOR THE YEAR ENDING 30 JUNE: LOCAL URBAN ENVIRONMENT

	ACTUAL 2014 \$000	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
REVENUE												
General Rates and Other Rate Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	-	-	-	134	182	248	425	434	457	481	508	536
Operating Subsidies and Grants	-	-	-	-	-	-	-	-	-	-	-	-
Capital Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Upper Hutt CC Operating Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	1	5	-	-	-	-	-	-	-	-	-	-
Interest Earned	-	-	-	-	-	-	-	-	-	-	-	-
Dividends from LATEs	-	-	-	-	-	-	-	-	-	-	-	-
Gain/(loss) on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Vested Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	315	300	300	305	311	317	324	331	338	346	354	362
Total revenue	316	305	300	439	493	565	749	765	795	827	862	898
EXPENDITURE												
Employee Costs	445	466	492	500	510	520	531	542	554	567	580	594
Support Costs/Internal Charges	271	271	271	259	263	260	260	265	262	261	265	260
Operating Costs	445	447	1,170	773	788	645	658	672	687	703	720	737
Interest Expenditure	34	17	1,494	1,850	1,836	1,641	1,233	239	27	40	26	34
Depreciation	104	89	751	782	843	863	852	873	894	882	904	926
Total expenditure	1,299	1,290	4,178	4,164	4,240	3,929	3,534	2,591	2,424	2,453	2,495	2,551
DEFICIT BEFORE TAX	(983)	(985)	(3,878)	(3,725)	(3,747)	(3,364)	(2,785)	(1,826)	(1,629)	(1,626)	(1,633)	(1,653)
LOCAL URBAN ENVIRONMENT - PROSPECTIVE FUNDING REQUIREMENT												
RATES FUNDING REQUIREMENT												
Surplus/(deficit)	(983)	(985)	(3,878)	(3,725)	(3,747)	(3,364)	(2,785)	(1,826)	(1,629)	(1,626)	(1,633)	(1,653)
Add Capital Contributions	-	(5)	-	-	-	-	-	-	-	-	-	-
Total rates funding requirement	(984)	(990)	(3,878)	(3,725)	(3,747)	(3,364)	(2,785)	(1,826)	(1,629)	(1,626)	(1,633)	(1,653)
LOAN FUNDING REQUIREMENT												
Capital Expenditure - to improve level of service	(11)	(10)	(10)	(10)	(10)	(11)	(11)	(11)	(11)	(12)	(12)	(12)
Capital Expenditure - to replace existing assets	(240)	(13,513)	(31,683)	(5,446)	-	(317)	-	(331)	-	(346)	-	(362)
Less Capital Contributions	1	5	-	-	-	-	-	-	-	-	-	-
Less Depreciation	104	89	751	782	843	863	852	873	894	882	904	926
Total loan (funding)/repayment	(146)	(13,429)	(30,942)	(4,674)	833	535	841	531	883	524	892	552
TOTAL FUNDING REQUIREMENT	(1,130)	(14,419)	(34,820)	(8,399)	(2,914)	(2,829)	(1,944)	(1,295)	(746)	(1,102)	(741)	(1,101)

ECONOMIC DEVELOPMENT

WHAT WE DO

We take a lead role in encouraging Hutt City's growth through:

- creating a business-friendly environment
- facilitating the expansion and creation of local businesses and employment
- increasing tourism and events in Hutt City
- contributing to regional growth through regional economic development.

WHY WE DO IT

We know that individual businesses generally lack incentives to explore opportunities that benefit Hutt City as a whole, as well as themselves. By supporting the business sector and promoting Hutt City as a business location and vibrant city, we generate benefits for local enterprises and our residents.

EFFECTS ON COMMUNITY WELLBEING

The Economic Development activity promotes economic wellbeing in particular through our Economic Development Plan. It contributes primarily to our community outcomes of a strong and diverse economy, an accessible and connected city, and strong and inclusive communities. Looking at the potential for negative effects associated with this activity, any focus on low value economic sectors could divert attention and resources from those that have the potential to provide greater long term value for the city.

THE SERVICES WE PROVIDE

We help people starting out in business or starting new businesses with free advice, connections to local business people, and guidance through any consent, permitting or licensing requirements. We work with businesses of all sizes to help them grow, and we support innovation in business. We're implementing the action plan in the city's Economic Development Plan to stimulate jobs and opportunities for residents.

HOW WE MEASURE THE SUCCESS OF OUR SERVICES

MEASURE	ACHIEVED 2010-11	ACHIEVED 2011-12	ACHIEVED 2012-13	ACHIEVED 2013-14	TARGET 2014-15	TARGET 2015-16 TO 2024-25
Urban Growth Strategy measures:						
• population growth	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	≥ 0.6% per annum (to achieve population of 110,000 by 2032)
• number of new homes	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	≥ 250 per annum first five years and approx 300 per annum for remaining years (to achieve 6000 new homes by 2032)
Hutt City's economic performance according to the annual Hutt City Economic Profile report, which includes measures such as:					Improvement in relative ranking with other cities measured	Improvement in relative ranking with other cities measured
• number of businesses	- 1.6%	- 0.6%	- 1.0%	0.4%		
• number of full-time equivalents (FTEs) in the workforce	- 3.5%	- 0.7%	- 0.7%	- 0.8%		
• Gross Domestic Product (GDP)	- 3.9%	2.2%	1.4%	1.0%		
• GDP per capita	- 4.5%	1.9%	3.3%	0.8%		
• high value sectors as percentage of all sectors (by GDP)	- 5.6%	0.55%	3.3%	- 0.7%		

Note: Survey percentages exclude those who responded 'Don't know'.

MAJOR PROJECTS PLANNED: ECONOMIC DEVELOPMENT

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating																				
CBD Place Maker	92																			
Development Stimulus Package	1,000																			
Development Stimulus Package (Carryover from 2014/15)	1,600																			
Economic Development Contestable Fund	44																			
Economic Development Strategy	135																			
Hutt Valley Chamber of Commerce	200																			
International Co-operating Cities	30																			
Jackson Street Programme	132																			
Petone Development Plan Review	50																			
Regional Amenities Fund	200																			
Science and Technology Projects	450																			
Science and Technology Projects (Carryover from 2014/15)	50																			
Urban Growth Strategy	100																			
Urban Growth Strategy (Carryover from 2014/15)	70																			
Wainuiomata Development Plan	100																			
Wainuiomata Development Plan (Carryover from 2014/15)	20																			

Note: All costs have been shown in today's dollars and haven't been inflated.

PROSPECTIVE INCOME STATEMENT FOR THE YEAR ENDING 30 JUNE: ECONOMIC DEVELOPMENT

	ACTUAL 2014 \$000	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
REVENUE												
General Rates and Other Rate Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	-	2	-	-	-	-	-	-	-	-	-	-
Operating Subsidies and Grants	-	-	-	-	-	-	-	-	-	-	-	-
Capital Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Upper Hutt CC Operating Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Interest Earned	-	-	-	-	-	-	-	-	-	-	-	-
Dividends from LATEs	-	-	-	-	-	-	-	-	-	-	-	-
Gain/(loss) on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Vested Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	618	716	150	153	155	159	162	165	169	173	177	181
Total revenue	618	718	150	153	155	159	162	165	169	173	177	181
EXPENDITURE												
Employee Costs	546	598	397	404	411	420	428	437	447	457	468	480
Support Costs/Internal Charges	411	406	309	295	300	296	296	302	298	298	302	297
Operating Costs	2,544	2,758	4,414	2,425	1,382	1,326	1,353	1,382	1,412	1,445	1,479	1,515
Interest Expenditure	11	1	1	1	1	-	-	-	-	-	-	-
Depreciation	10	10	10	8	6	5	4	3	2	2	1	1
Total expenditure	3,522	3,773	5,131	3,133	2,100	2,047	2,081	2,124	2,159	2,202	2,250	2,293
DEFICIT BEFORE TAX	(2,904)	(3,055)	(4,981)	(2,980)	(1,945)	(1,888)	(1,919)	(1,959)	(1,990)	(2,029)	(2,073)	(2,112)
ECONOMIC DEVELOPMENT - PROSPECTIVE FUNDING REQUIREMENT												
RATES FUNDING REQUIREMENT												
Surplus/(deficit)	(2,904)	(3,055)	(4,981)	(2,980)	(1,945)	(1,888)	(1,919)	(1,959)	(1,990)	(2,029)	(2,073)	(2,112)
Total rates funding requirement	(2,904)	(3,055)	(4,981)	(2,980)	(1,945)	(1,888)	(1,919)	(1,959)	(1,990)	(2,029)	(2,073)	(2,112)
LOAN FUNDING REQUIREMENT												
Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditure - to replace existing assets	(31)	-	-	-	-	-	-	-	-	-	-	-
Less Depreciation	10	10	10	8	6	5	4	3	2	2	1	1
Total loan (funding)/repayment	(21)	10	10	8	6	5	4	3	2	2	1	1
TOTAL FUNDING REQUIREMENT	(2,925)	(3,045)	(4,971)	(2,972)	(1,939)	(1,883)	(1,915)	(1,956)	(1,988)	(2,027)	(2,072)	(2,111)

ENVIRONMENTAL CONSENTS

WHAT WE DO

This activity includes:

- providing resource management and building consents and inspections
- regular monitoring to ensure compliance with legislative requirements, the District Plan, resource and building consent conditions and bylaw requirements.

WHY WE DO IT

This activity is fundamental to achieving a clean, healthy, attractive and sustainable environment. It's also a legal requirement for Hutt City Council.

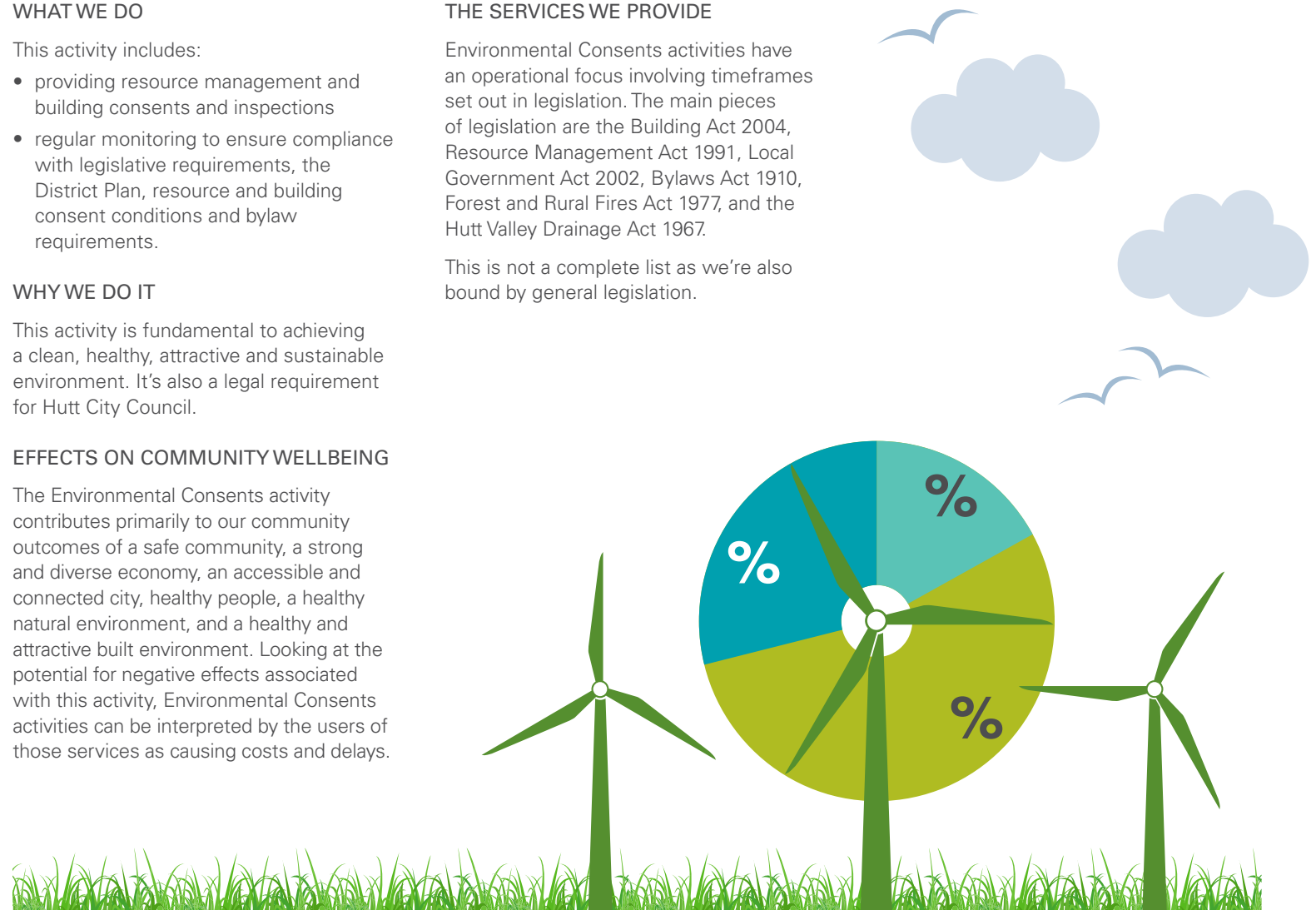
EFFECTS ON COMMUNITY WELLBEING

The Environmental Consents activity contributes primarily to our community outcomes of a safe community, a strong and diverse economy, an accessible and connected city, healthy people, a healthy natural environment, and a healthy and attractive built environment. Looking at the potential for negative effects associated with this activity, Environmental Consents activities can be interpreted by the users of those services as causing costs and delays.

THE SERVICES WE PROVIDE

Environmental Consents activities have an operational focus involving timeframes set out in legislation. The main pieces of legislation are the Building Act 2004, Resource Management Act 1991, Local Government Act 2002, Bylaws Act 1910, Forest and Rural Fires Act 1977, and the Hutt Valley Drainage Act 1967.

This is not a complete list as we're also bound by general legislation.



HOW WE MEASURE THE SUCCESS OF OUR SERVICES

MEASURE	ACHIEVED 2011-12	ACHIEVED 2012-13	ACHIEVED 2013-14	TARGET 2014-15	TARGET 2015-16 TO 2024-25
Land Information Memoranda (LIMs) processed to comply with statutory requirements (measured by management reports)	98% processed within nine working days	100% processed within nine working days	98% processed within nine working days	≥ 90% processed within nine working days	≥ 95% processed within nine working days
Building consent/project information and resource consents processed to comply with the Building Code, Resource Management Act 1991 (RMA) and District Plan requirements (measured by computer database records)	100% of building consents and 99% of non-notified land use consents	99% of building consents and 96% of non-notified land use consents	85% of building consents and 99% of non-notified land use consents	≥ 80% of building and non-notified land use consents processed within 18 working days	≥ 80% of building and non-notified land use consents processed within 18 working days
Resource consents are monitored within five working days of being notified that development is commencing or within six months of the consent being granted, whichever is the sooner	99% of resource consents monitored within five working days 100% of resource consents monitored within six months of the consent being granted	99% of resource consents monitored within five working days 100% of resource consents monitored within six months of the consent being granted	100% of resource consents monitored within five working days 100% of resource consents monitored within six months of the consent being granted	≥ 90% of resource consents monitored within these timeframes	≥ 90% of resource consents monitored within these timeframes
Requests for service referred to RMA monitoring and enforcement team responded to within required timeframes (measured by management and computer database reports)	99%	100%	100%	100% acknowledged within 24 hours	100% acknowledged within 24 hours
Building consents for fireplaces processed in a timely manner (measured by computer database records)	100%	100%	93%	100% processed within five working days	100% processed within five working days
Building consents for solar panels processed in a timely manner (measured by computer database records)	100%	100%	100%	100% processed within five working days	100% processed within five working days
Code compliance certificates issued within 20 working days to comply with statutory requirements in the Building Act 2004 (measured by computer database records)	100% issued within 20 working days	100% issued within 20 working days	99% issued within 20 working days 95% issued within 18 working days	100% issued within 20 working days	100% issued within 20 working days

Note: Survey percentages exclude those who responded 'Don't know'.

PROSPECTIVE INCOME STATEMENT FOR THE YEAR ENDING 30 JUNE: ENVIRONMENTAL CONSENTS

	ACTUAL 2014 \$000	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
REVENUE												
General Rates and Other Rate Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	2,639	2,569	2,873	2,922	2,977	3,037	3,101	3,166	3,235	3,310	3,389	3,471
Operating Subsidies and Grants	-	-	-	-	-	-	-	-	-	-	-	-
Capital Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Upper Hutt CC Operating Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Interest Earned	-	-	-	-	-	-	-	-	-	-	-	-
Dividends from LATEs	-	-	-	-	-	-	-	-	-	-	-	-
Gain/(loss) on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Vested Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	21	20	25	25	26	26	27	28	28	29	29	30
Total revenue	2,660	2,589	2,898	2,947	3,003	3,063	3,128	3,194	3,263	3,339	3,418	3,501
EXPENDITURE												
Employee Costs	2,354	2,529	2,737	2,784	2,836	2,893	2,954	3,016	3,082	3,153	3,229	3,306
Support Costs/Internal Charges	1,926	1,804	1,853	1,769	1,798	1,778	1,777	1,812	1,789	1,786	1,813	1,779
Operating Costs	2,306	623	513	522	532	542	554	565	578	591	605	620
Interest Expenditure	-	-	5	7	7	6	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-
Total expenditure	6,586	4,956	5,108	5,082	5,173	5,219	5,285	5,393	5,449	5,530	5,647	5,705
DEFICIT BEFORE TAX	(3,926)	(2,367)	(2,210)	(2,135)	(2,170)	(2,156)	(2,157)	(2,199)	(2,186)	(2,191)	(2,229)	(2,204)
ENVIRONMENTAL CONSENTS - PROSPECTIVE FUNDING REQUIREMENT												
RATES FUNDING REQUIREMENT												
Surplus/(deficit)	(3,926)	(2,367)	(2,210)	(2,135)	(2,170)	(2,156)	(2,157)	(2,199)	(2,186)	(2,191)	(2,229)	(2,204)
Total rates funding requirement	(3,926)	(2,367)	(2,210)	(2,135)	(2,170)	(2,156)	(2,157)	(2,199)	(2,186)	(2,191)	(2,229)	(2,204)
LOAN FUNDING REQUIREMENT												
Capital Expenditure - to replace existing assets	-	(194)	-	-	-	-	-	-	-	-	-	-
Less Depreciation	-	-	-	-	-	-	-	-	-	-	-	-
Total loan (funding)/repayment	-	(194)	-	-	-	-	-	-	-	-	-	-
TOTAL FUNDING REQUIREMENT	(3,926)	(2,561)	(2,210)	(2,135)	(2,170)	(2,156)	(2,157)	(2,199)	(2,186)	(2,191)	(2,229)	(2,204)

ENVIRONMENTAL POLICY

WHAT WE DO

This activity focuses on developing, reviewing, implementing and monitoring the District Plan.

WHY WE DO IT

This activity is fundamental to achieving a clean, healthy, attractive and sustainable environment. It's also a legal requirement for Hutt City Council.

EFFECTS ON COMMUNITY WELLBEING

The Environmental Policy activity promotes environmental wellbeing in particular through our District Plan. It contributes primarily to our community outcomes of a safe community, a strong and diverse economy, an accessible and connected city, healthy people, a healthy natural environment, and a healthy and attractive built environment. Looking at the potential for negative effects associated with this activity, Environmental Policy can be interpreted by the users of those services as causing costs and delays.

THE SERVICES WE PROVIDE

Environmental Policy activities are largely regulatory in nature and many have an operational focus involving timeframes set out in legislation. We provide advice and policy options to the Council on how we can meet our statutory requirements while reflecting the desires of the community. The main piece of legislation covering Environmental Policy is the Resource Management Act 1991.

HOW WE MEASURE THE SUCCESS OF OUR SERVICES

MEASURE	ACHIEVED 2011-12	ACHIEVED 2012-13	ACHIEVED 2013-14	TARGET 2014-15	TARGET 2015-16 TO 2024-25
Percentage of Plan Changes and Notices of Requirements processed within statutory timeframes	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	100% processed within statutory timeframes

MAJOR PROJECTS PLANNED: ENVIRONMENTAL POLICY

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating																				
District Plan Work	290																			
District Plan Work (Carryover from 2014/15)	300																			

Note: All costs have been shown in today's dollars and haven't been inflated.



PROSPECTIVE INCOME STATEMENT FOR THE YEAR ENDING 30 JUNE: ENVIRONMENTAL POLICY

	ACTUAL 2014 \$000	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
REVENUE												
General Rates and Other Rate Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	-	-	-	-	-	-	-	-	-	-	-	-
Operating Subsidies and Grants	-	-	-	-	-	-	-	-	-	-	-	-
Capital Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Upper Hutt CC Operating Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Interest Earned	-	-	-	-	-	-	-	-	-	-	-	-
Dividends from LATEs	-	-	-	-	-	-	-	-	-	-	-	-
Gain/(loss) on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Vested Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	4	-	-	-	-	-	-	-	-	-	-	-
Total revenue	4	-	-	-	-	-	-	-	-	-	-	-
EXPENDITURE												
Employee Costs	335	370	451	459	467	477	487	497	508	520	532	545
Support Costs/Internal Charges	428	411	336	321	326	322	322	329	324	324	329	323
Operating Costs	283	332	891	306	312	318	325	332	339	347	355	364
Interest Expenditure	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-
Total expenditure	1,046	1,113	1,678	1,086	1,105	1,117	1,134	1,158	1,171	1,191	1,216	1,232
DEFICIT BEFORE TAX	(1,042)	(1,113)	(1,678)	(1,086)	(1,105)	(1,117)	(1,134)	(1,158)	(1,171)	(1,191)	(1,216)	(1,232)
ENVIRONMENTAL POLICY - PROSPECTIVE FUNDING REQUIREMENT												
RATES FUNDING REQUIREMENT												
Surplus/(deficit)	(1,042)	(1,113)	(1,678)	(1,086)	(1,105)	(1,117)	(1,134)	(1,158)	(1,171)	(1,191)	(1,216)	(1,232)
Total rates funding requirement	(1,042)	(1,113)	(1,678)	(1,086)	(1,105)	(1,117)	(1,134)	(1,158)	(1,171)	(1,191)	(1,216)	(1,232)
LOAN FUNDING REQUIREMENT												
Capital Expenditure - to replace existing assets	-	-	-	-	-	-	-	-	-	-	-	-
Less Depreciation	-	-	-	-	-	-	-	-	-	-	-	-
Total loan (funding)/repayment	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL FUNDING REQUIREMENT	(1,042)	(1,113)	(1,678)	(1,086)	(1,105)	(1,117)	(1,134)	(1,158)	(1,171)	(1,191)	(1,216)	(1,232)

CITY PROMOTIONS

WHAT WE DO

We promote Hutt City through a series of channels, including:

- managing Hutt City's i-SITE Visitor Information Centre
- providing quality online and digital experiences to our customers
- managing an integrated year-round events calendar.

WHY WE DO IT

Attracting and providing services for visitors to the city is necessary for the city's economic development. Major events make the city a more vibrant and interesting place, and attract visitors from outside the city.

EFFECTS ON COMMUNITY WELLBEING

Our events are set out to provide an extra edge of excitement within our city. Hutt City is a diverse place to live, and our events need to reflect that, whilst being accessible to a broad cross section of the community. Looking at the potential for negative effects associated with this activity, events can cause delays through traffic diversions and road closures.

THE SERVICES WE PROVIDE

We have a major and a minor event fund, differentiated in essence by events we manage and those to which we offer support.

HOW WE MEASURE THE SUCCESS OF OUR SERVICES

MEASURE	ACHIEVED 2010-11	ACHIEVED 2011-12	ACHIEVED 2012-13	ACHIEVED 2013-14	TARGET 2014-15	TARGET 2015-16 TO 2024-25
Residents' satisfaction with the i-SITE Visitor Information Centre (measured by independent survey)	99%	98%	98%	98%	≥ 91% of those expressing an opinion	≥ 95% of those expressing an opinion
Major events in Hutt City	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	100,000 people attending events supported by the major event fund
Minor events in Hutt City	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	25 diverse events supported through the minor event fund

Note: Survey percentages exclude those who responded 'Don't know'.

MAJOR PROJECTS PLANNED: CITY PROMOTIONS

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating																				
Events Funding	405																			
Internet Design	41																			
Development Stimulus Marketing	22																			

Note: All costs have been shown in today's dollars and haven't been inflated.

PROSPECTIVE INCOME STATEMENT FOR THE YEAR ENDING 30 JUNE: CITY PROMOTIONS

	ACTUAL 2014 \$000	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
REVENUE												
General Rates and Other Rate Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	-	25	39	40	40	41	42	43	44	45	46	47
Operating Subsidies and Grants	15	60	60	61	62	63	65	66	68	69	71	72
Capital Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Upper Hutt CC Operating Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Interest Earned	-	-	-	-	-	-	-	-	-	-	-	-
Dividends from LATEs	-	-	-	-	-	-	-	-	-	-	-	-
Gain/(loss) on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Vested Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	5	577	587	598	610	623	636	650	665	681	697
Total revenue	15	90	676	688	700	714	730	745	762	779	798	816
EXPENDITURE												
Employee Costs	(1)	137	951	967	986	1,005	1,026	1,048	1,071	1,096	1,122	1,149
Support Costs/Internal Charges	-	(503)	(1,498)	(1,430)	(1,454)	(1,437)	(1,436)	(1,465)	(1,446)	(1,444)	(1,465)	(1,439)
Operating Costs	18	457	1,507	1,533	1,406	1,434	1,465	1,495	1,528	1,563	1,601	1,639
Interest Expenditure	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-
Total expenditure	17	91	960	1,070	938	1,002	1,055	1,078	1,153	1,215	1,258	1,349
DEFICIT BEFORE TAX	(2)	(1)	(284)	(382)	(238)	(288)	(325)	(333)	(391)	(436)	(460)	(533)
CITY PROMOTIONS - PROSPECTIVE FUNDING REQUIREMENT												
RATES FUNDING REQUIREMENT												
Surplus/(deficit)	(2)	(1)	(284)	(382)	(238)	(288)	(325)	(333)	(391)	(436)	(460)	(533)
Total rates funding requirement	(2)	(1)	(284)	(382)	(238)	(288)	(325)	(333)	(391)	(436)	(460)	(533)
LOAN FUNDING REQUIREMENT												
Capital Expenditure - to improve level of service	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditure - to replace existing assets	-	-	-	-	-	-	-	-	-	-	-	-
Less Depreciation	-	-	-	-	-	-	-	-	-	-	-	-
Total loan (funding)/repayment	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL FUNDING REQUIREMENT	(2)	(1)	(284)	(382)	(238)	(288)	(325)	(333)	(391)	(436)	(460)	(533)

FUNDING IMPACT STATEMENT FOR THE YEAR ENDING 30 JUNE: GROWTH, DEVELOPMENT AND SUSTAINABILITY

	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	7,412	12,900	10,174	9,068	8,673	8,178	7,330	7,218	7,321	7,455	7,575
Targeted rates	114	132	134	137	140	142	145	149	152	156	159
Subsidies and grants for operating purposes	60	60	61	62	63	65	66	68	69	71	72
Fees and charges	2,596	2,912	3,096	3,199	3,326	3,568	3,643	3,736	3,836	3,943	4,054
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	1,041	1,052	1,070	1,090	1,112	1,136	1,160	1,185	1,213	1,241	1,270
Total operating funding (A)	11,223	17,056	14,535	13,556	13,314	13,089	12,344	12,356	12,591	12,866	13,130
Applications of operating funding											
Payments to staff and suppliers	8,717	13,523	10,673	9,630	9,580	9,781	9,986	10,206	10,442	10,691	10,949
Finance costs	18	1,501	1,858	1,844	1,647	1,233	239	27	40	26	34
Internal charges and overheads applied	2,389	1,271	1,214	1,233	1,219	1,219	1,243	1,227	1,225	1,244	1,220
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	11,124	16,295	13,745	12,707	12,446	12,233	11,468	11,460	11,707	11,961	12,203
Surplus (deficit) of operating funding (A-B)	99	761	790	849	868	856	876	896	884	905	927
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	5	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	13,613	30,932	4,666	(839)	(540)	(845)	(534)	(885)	(526)	(893)	(553)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	13,618	30,932	4,666	(839)	(540)	(845)	(534)	(885)	(526)	(893)	(553)
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve level of service	13,707	31,683	5,446	-	317	-	331	-	346	-	362
- to replace existing assets	10	10	10	10	11	11	11	11	12	12	12
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	13,717	31,693	5,456	10	328	11	342	11	358	12	374
Surplus (deficit) of capital funding (C-D)	(99)	(761)	(790)	(849)	(868)	(856)	(876)	(896)	(884)	(905)	(927)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-	-

INFRASTRUCTURE

OUR STRATEGY TO 2045

WHAT

Our Infrastructure Strategy provides an integrated, long term assessment of our key infrastructural assets.

WHY

Our vision is that our infrastructure is resilient, fit for purpose, affordable and meets the needs of today without compromising the needs of tomorrow. The Strategy goes beyond the scope of our asset management plans, covering:

- Roading and footpaths
- Water supply
- Wastewater (sewage treatment and disposal)
- Stormwater drainage including flood protection

WHAT WE'VE ALREADY ACHIEVED

- Developed asset management plans that guide Council on how our asset-based services will be run in the short, medium and long-term
- Strengthened the retaining walls below Eastern Hutt Road through Taita Gorge
- Strengthened Konini and Kingsley Reservoirs as part of our earthquake resiliency programme
- Renewed the major water main that travels under Kennedy Good Bridge
- Continued work on our major renewal of wastewater pipes in Wainuiomata, Naenae, Alicetown and Point Howard
- Installed stormwater pumps at Kelson Pump Station
- Renewed the wastewater and stormwater mains in Stokes Valley
- Introduced a new funding stream for repairing substandard footpaths
- Developed a 'criticality framework' which considers consequences of a utility failing
- Have a team dedicated to graffiti eradication and prevention



STRATEGIC OBJECTIVES

TOPIC	ISSUES	IMPACTS	MANAGEMENT OPTIONS	RESPONSE
Natural hazards	Landslide/slope failure Flooding Earthquake Tsunami	Disruption to water supply (20-30 days) Road disruptions in single access routes (8 – 12 weeks) Stormwater inundation posing health risks Multiple outages	Strengthen at-risk infrastructure Effective emergency preparedness and response such as desalination, a cross-harbour pipeline or emergency storage of treated water Insurance provisions Backup networks Redundancy	Bridge seismic strengthening - \$1.6 million allocated for three bridges, two in 2015-16, and the third in 2020-21 Roading network resilience - \$2.9 million allocated for construction in 2020-21 Cross Valley Link investigations - \$1 million allocated for 2017-18 Critical water supply pipelines seismic upgrade - \$19.2 million allocated between 2015-45 Water reservoir seismic upgrades - \$4.4 million allocated between 2015-32 Water main renewals - \$3.1 million to connect two water systems with work planned for 2015-16, 2022-23, 2023-24 and 2029-30
Climate change	Changing temperatures and rainfall patterns Extreme weather events (heavy rainfall/drought) Sea level rises Increased development and investment in at-risk areas	Pressure on water supply infrastructure Challenges to ability of stormwater systems to manage flows Increase in flooding Damage to coastal infrastructure Reduced resilience	Replace pipes with large diameter pipes Increase the number of pump stations Factor drought into estimates for projections of bulk water supply at regional level Build protective or mitigating structures such as sea walls Dune restoration Planning restrictions Consideration of a managed retreat Invest in education, collaboration and communication with community over risks	Hutt River stopbank upgrade between Boulcott and Ewen Bridge Implementation plan for Environmental Sustainability Strategy 2015-2045
Environmental pressures	Greenhouse gas emissions Water depletion Wastewater and stormwater discharge Environmental degradation and biodiversity loss Changes to natural waterways	Transfer of contaminants into rivers, streams and the marine environment Restriction of ecological processes Significant energy and resource inputs	Continue to measure river and sea quality for levels of contamination Low Impact Urban Design (LIUD) Technological improvements More stringent pollution controls	Implementation plan for Environmental Sustainability Strategy 2015-2045
Population and demographic change	High levels of inequality and areas of deprivation Increasing ethnic diversity Aging population/fall in working-age people Fewer people per household	Household incomes under increasing pressure Demand for services such as public transport and quality footpaths Changed expectations for services and levels of service	Minimal risk to infrastructure with ageing population Identification of all spending requirements in Long Term Plan Limit rates increases to rate of increase of the CPI Increase levels of borrowing if required (due to strong credit rating)	More specifically identify the likely effect of an ageing population on our rates income and long-term expenditure

CONTRIBUTION TO ENVIRONMENTAL SUSTAINABILITY

The group that delivers Infrastructure activities also contributes to the Environmental Sustainability Strategy through:

- Waste diversion and gas collection at landfills
- Encouraging businesses to reduce waste
- Providing recycling opportunities around the city
- Water conservation and efficiency programmes
- Provision of walkways and cycleways and encouraging use of public transport
- Safe disposal of wastewater

CONTRIBUTION TO LEISURE AND WELLBEING

The group that delivers Infrastructure activities also contributes to the Council's Leisure and Wellbeing Strategy through:

- Enhancement of cycling and walking opportunities through increased funding and support for active travel
- Road safety initiatives in schools and across the city
- Flood protection

CONTRIBUTION TO GROWTH AND DEVELOPMENT

The group that delivers Infrastructure activities also contributes to the Council's Urban Growth Strategy through:

- Roothing improvements
- Improvements to stormwater and drainage in targeted areas
- Improving streetscapes across the city
- Providing water to manufacturing and other businesses
- Maintaining a good quality rooding network that encourages residential and business development

OPERATIONAL OBJECTIVES

The group that delivers Infrastructure activities is responsible for managing the community's infrastructural assets in the form of the rooding, water supply, wastewater and stormwater networks, and landfill activities.

The following activities fall under Infrastructure:

- Roothing and Traffic
- Water Supply
- Wastewater
- Stormwater
- Solid Waste

Infrastructure activities play a broad role in meeting the current and future needs of our communities for good quality local

infrastructure, local public services and performance of regulatory functions.

These activities contribute mainly to the following high level goals for the city's wellbeing, also referred to as 'community outcomes':

A safe community – we live in a safe city; our city is prepared for emergencies.

A strong and diverse economy – a city that grows existing businesses and attracts new business activity, with a focus on the research and development sector; all members of our community benefit from a strong economy.

An accessible and connected city – a city that is easy to move about with well-designed roads, cycleways and footpaths.

Healthy people – we live healthy lives, and our city's services help to protect our health and our environment.

A healthy natural environment – we value and protect the natural environment and promote a sustainable city; resources are used efficiently and there is minimal waste and pollution.

A healthy and attractive built environment – our built environment enhances our quality of life; our city is vibrant, attractive, healthy and well-designed; we promote development that is sustainable, and that values and protects our built heritage and the natural environment.

A number of operational policies and plans reflect how these activities work towards

Council's strategic objectives related to infrastructure, including:

- Asset Management Plans – we have asset management plans in place for all activities that have a significant asset base. This includes rooding and traffic, water, wastewater and stormwater. These plans set out how we will deliver our asset-based services ensuring they are maintained to a high standard and that pricing remains competitive for our residents in the short, mid and long term.
- Water Conservation and Efficiency Plan – water is a fundamental need for people and businesses and Council ensures that there is a steady supply of clean, safe, drinkable water for all. This Plan looks at ways we can use our water more effectively that will help in protecting our environment and promoting a sustainable city.
- Waste Management and Minimisation Plan – this document details our plan for achieving an effective and efficient waste management and minimisation programme across Hutt City.

Outlined on the following pages for each of our activities is a description of what we do, why we do it, the effects of that activity on community wellbeing, the services we provide, how we measure the success of our services, the major projects we have planned for the period 1 July 2015 to 30 June 2035, the income expected for the year to 30 June 2016, and a Funding Impact Statement for each group:

ROADING AND TRAFFIC

WHAT WE DO

Our Roothing and Traffic activity includes:

- the professional and technical work involved in managing the city’s roading network
- the improvement and day-to-day operation and maintenance of footpaths, road pavement/reconstruction/upgrades, traffic signals, signs, street lighting, parking services, bridge maintenance and various road safety activities.

We support this work through policy development, forward planning, road safety coordination and various quality and safety management systems.

WHY WE DO IT

Having the road corridor in public ownership ensures that all our residents have appropriate access to property and freedom of travel throughout Hutt City. We provide sealed roads, footpaths and streetlights so that motor vehicles, bicycles and pedestrians can travel efficiently and safely.

EFFECTS ON COMMUNITY WELLBEING

The Roothing and Traffic activity promotes economic and cultural wellbeing in particular through our strategies for growth and development, Infrastructure Strategy, Asset Management Plan and our CBD Making Places project. It contributes

primarily to our community outcomes of a safe community, a strong and diverse economy, an accessible and connected city, healthy people, and a healthy and attractive built environment.

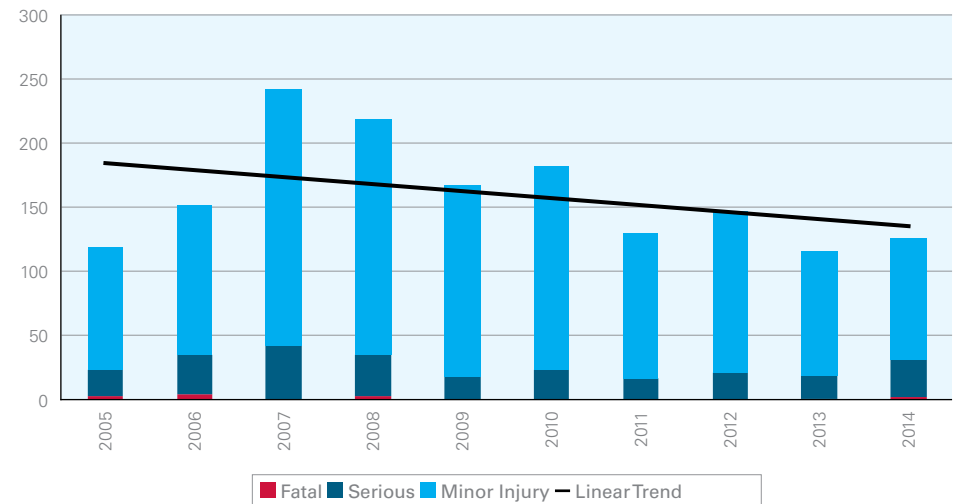
Looking at the potential for negative effects associated with this activity, the potential environmental effects of growing transport demand include intensification of water runoff due to road construction, water runoff pollution from road traffic, particulates from heavy road vehicles, air emissions from road transport and associated health impacts, traffic noise and vibration, community severance relating to heavy traffic on strategic and arterial routes, loss of productive and recreational land taken for transport infrastructure, visual intrusion of roads and degradation of amenity values, and public health risks associated with traffic accidents. Transport planning considers, and includes actions to mitigate, these adverse effects.

In addition, we carry out crash reduction studies and remedial work on those areas with a high number of crashes. Works are undertaken every year to minimise traffic delays and hence air pollution. We are also active in promoting alternative means of transport.

THE SERVICES WE PROVIDE

CUSTOMER GROUP	SERVICE PROVIDED
Pedestrians and mobility assisted users	Footpaths that are smooth and free of hazards Crossings that are safe and easy to negotiate for all users
Cyclists	Cycling lanes that give separation from heavy traffic and safer access for cyclists around the city
Motorists	A roading network that enables easy and comfortable movement for vehicles throughout the city with a high level of safety and a low level of delays
Heavy vehicle drivers	Roads suitable for heavy transport over all main routes including routes for over-dimensional vehicles
Utility users	The allocation of alignment and the coordination of works for utilities within the road corridor
Residents and businesses	A roading network that provides convenient access to property and discourages inappropriate traffic activity in residential areas Planned maintenance work that minimises the impact of road works on residents and businesses
Developers	Advice on servicing of developments
All users	A streetscape that is attractive, safe, clean and well lit at night Parking that is conveniently available throughout the city to meet the needs including those of retailers, shoppers, commuters and visitors

INJURY AND FATAL CRASHES WITHIN LOWER HUTT EXCLUDING STATE HIGHWAYS



HOW WE MEASURE THE SUCCESS OF OUR SERVICES

MEASURE	ACHIEVED 2010-11	ACHIEVED 2011-12	ACHIEVED 2012-13	ACHIEVED 2013-14	TARGET 2014-15	TARGET 2015-16 TO 2024-25
Residents' satisfaction with: <ul style="list-style-type: none"> • street lighting • roads and gutters being free of litter • city free of graffiti • traffic control • footpaths • roads • parking in and around Hutt City (measured by independent survey)	88%	91%	90%	90%	Better than our historical average or the average of our peer councils, whichever is the higher, for each of these measures	Better than our historical average or the average of our peer councils, whichever is the higher, for each of these measures
	87%	87%	94%	89%		
	68%	85%	89%	88%		
	88%	92%	90%	89%		
	84%	87%	86%	81%		
	86%	87%	86%	83%		
	81%	85%	81%	83%		
'Road Condition Index', which measures the condition of the road surface (measured by NZTA) Note: A lower number indicates an improved rating	1.7	1.7	1.2	1.5 Note: As half the city is surveyed in alternate years, the 2013-14 figure needs to be compared with 2011-12	Hold or improve rating	Hold or improve rating
'Quality of Ride' measured by the percentage of the road network with roughness less than 150 NAASRA (National Association of Australian State Roading Authorities) counts Note: 1. A higher percentage indicates an improved rating 2. Effectively half of the city is surveyed each year, consequently the results from alternate years should be referred to for comparison	80.7%	79.1%	79.6%	79.5% Note: As half the city is surveyed in alternate years, the 2013-14 figure needs to be compared with 2011-12	Hold or improve rating	Hold or improve rating
Accident trend (measured by NZTA)	182	130	147	116	Contribute to a reducing trend over 10 years	Contribute to a reducing trend over 10 years
Response to service requests – percentage of customer service requests relating to roads and footpaths which are responded to within the timeframe specified in the Long Term Plan	96.35%	93.68%	93.68%	91.31%	91.48%	< 94%
Percentage of sealed local road network that is resurfaced	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	8% is the long-term target, however significant year to year variance is expected
Percentage of footpaths that fall within the service standard for footpath condition	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	< 98%

Note: Survey percentages exclude those who responded 'Don't know'.

MAJOR PROJECTS PLANNED: ROADING AND TRAFFIC

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital Replacements																				
Carpark Resurfacings	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
Port Road and Seaview Road Bridges Corrosion Protection (Subsidy 51%)				700																
Estuary Bridge Corrosion Protection (Subsidy 51%)	900							959			672									
Footpath Resurfacings and Replacements	205	205	205	205	205	205	205	210	210	210	210	210	210	210	210	210	210	210	210	210
Minor Road and Footpath Construction	74	74	74	74	74	74	74	74	74	74	74	74	74	74	74	74	74	74	74	74
Minor Safety Works (Subsidy 51%)	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
Pavement Surfacing (Subsidy 51%)	1,900	1,800	1,900	2,100	2,500	2,700	3,200	3,500	3,600	3,700	3,900	4,000	3,900	3,800	3,500	2,800	2,300	1,900	1,900	1,900
Area Wide Pavement Treatments (Subsidy 51%)	1,380	1,380	1,380	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250
Wainuiomata Hill Road Safety Seal (Subsidy 51%)	800	800	800	800	800	800	800	800	800	800	800	800	800	800	800	800	800	800	800	800
Pay and Display Extensions	300	150							300	300	300						300	300	300	
Pedestrian Crossing Renewal (Subsidy 51%)	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31
Port Road Erosion Mitigation (Subsidy 51%)	816																			
Road Reconstruction (High Street, Petone) (Subsidy 16.7%)	600																			
Road Reconstruction (Outyears) (Subsidy 17%)			407		407	407	407	407	407	407	407	407	407	407	407	407	407	407	407	407
Road Reconstruction (Queen Street) (Subsidy 17.9%)	850																			
Road Reconstruction (Heretaunga Street) (Subsidy 16%)		567																		
Street Name Sign Replacement (Subsidy 51%)	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Streetlight Lantern Replacement Programme (Subsidy 51%)	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200
Streetlight Standard Replacement (Subsidy 51%)	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250
Traffic Signal Replacement (Subsidy 51%)	170	170	170	170	170	170	170	170	170	170	170	170	170	170	170	170	170	170	170	170

Note: All costs have been shown in today's dollars and haven't been inflated.

MAJOR PROJECTS PLANNED: ROADING ANDTRAFFIC

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital Improvements																				
Bridge Renewals Norton Park Avenue and Nelson Crescent (Subsidy 51%)													950							
Bridge Seismic Strengthening (Wainui Road and Seaview Road) (Subsidy 51%)	420																			
Bridge Seismic Strengthening (Cuba Street Overbridge) (Subsidy 51%)						820														
Bridge Seismic Strengthening (Wingate Overbridge) (Subsidy 51%)	360																			
Broadband Ducting	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21
CBD Riverbank Carpark Replacement				800		800														
Cross Valley Link Investigation and Design (Subsidy 51%)			1,000																	
Cycleway Network Development (Subsidy 51%)	1,500	1,000	1,000	1,000	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400
East Access Route (Subsidy 51%)						3,500														
Eastern Bays Shared Path (Subsidy 51%)	600	1,000	2,400	1,500	1,500	1,500	1,500													
Land Purchase for Roads	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Local Area Traffic Management (Subsidy 51%)	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51	51
Melling Bridge Renewal (1/3 sharing at 51% subsidy)											6,500									
Network Resilience Eastern Hutt Road (Subsidy 51%)						2,900														
Pedestrian Crossings Installation (Subsidy 51%)	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53	53
Reconstruction Improvements (Heretaunga Street)		60																		
Reconstruction Improvements (High Street, Petone)	65																			
Reconstruction Improvements Outyears			80		80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Reconstruction Improvements (Queen Street)	82																			
Road Network Improvements (Subsidy 51%)										2,000	32,000	31,000			1,100	3,300	2,200	2,200	3,300	3,300

Note: All costs have been shown in today's dollars and haven't been inflated.

MAJOR PROJECTS PLANNED: ROADING AND TRAFFIC

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital Improvements																				
School Speed Zone Programme (Subsidy 51%)	60	60	60	60	60	60	60	60	60											
Substandard Roads Upgrades (Carryover from 2014/15)	309																			
Substandard Roads Footpaths Upgrades	250	250																		
Substandard Roads Upgrades (Subsidy 13%)	250	250	250	250	250	250	250	280	280	280	280	280	280	280	280	280	280	280	280	280
Traffic Safety Improvements (Subsidy 51%)	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400
Traffic Safety Improvements (Carryover from 2014/15)	200																			
UGS Wise Street Extension Off Site Development	300					2,500					3,600									
UGS Wise Street Extension On Site Development						900					7,300									
UGS Kelson Off Site Development						500	500													
UGS Kelson On Site Development						6,000	6,000													
UGS Roding Improvements (Carryover from 2014/15)	1,500																			
Wainuiomata Hill Shared Path (1/3 HCC 1/3 NZTA 1/3 Urban Cycleway Funding)	2,600	2,900																		
Wainuiomata Summit Bridge (Subsidy 66%) (Carryover from 2014/15)	500																			
Operating																				
Rapid Response Anti Graffiti	239																			
Safety Initiatives	20																			

Note: All costs have been shown in today's dollars and haven't been inflated.

PROSPECTIVE INCOME STATEMENT FOR THE YEAR ENDING 30 JUNE: ROADING AND TRAFFIC

	ACTUAL 2014 \$000	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
REVENUE												
General Rates and Other Rate Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	4,214	4,299	4,910	4,993	5,088	5,190	5,299	5,410	5,529	5,657	5,792	5,931
Operating Subsidies and Grants	3,389	3,425	3,678	3,741	3,812	4,015	4,099	4,185	4,277	4,376	4,481	4,588
Capital Subsidies	4,210	3,742	7,502	5,913	5,368	5,287	4,976	9,344	5,603	5,572	5,212	6,622
Upper Hutt CC Operating Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	11	35	79	141	144	159	162	760	916	937	959	982
Interest Earned	-	-	-	-	-	-	-	-	-	-	-	-
Dividends from LATEs	-	-	-	-	-	-	-	-	-	-	-	-
Gain/(loss) on Disposal of Assets	10	-	-	-	-	-	-	-	-	-	-	-
Vested Assets	558	460	500	509	518	529	540	551	563	576	590	604
Other Revenue	519	485	485	493	503	513	523	534	546	559	572	586
Total revenue	12,911	12,446	17,154	15,790	15,433	15,693	15,599	20,784	17,434	17,677	17,606	19,313
EXPENDITURE												
Employee Costs	1,220	1,288	1,360	1,383	1,409	1,332	1,360	1,388	1,419	1,452	1,486	1,522
Support Costs/Internal Charges	2,475	2,419	2,485	2,372	2,411	2,384	2,383	2,430	2,399	2,395	2,431	2,386
Operating Costs	11,093	11,941	11,685	11,884	12,109	12,352	12,611	12,876	13,159	13,462	13,785	14,116
Interest Expenditure	1,495	1,925	1,500	1,835	1,966	1,923	2,034	2,849	3,233	3,242	2,964	2,746
Depreciation	9,940	10,666	11,566	11,462	11,891	12,309	12,287	12,901	13,583	13,620	14,089	14,572
Total expenditure	26,223	28,239	28,596	28,936	29,786	30,300	30,675	32,444	33,793	34,171	34,755	35,342
DEFICIT BEFORE TAX	(13,312)	(15,793)	(11,442)	(13,146)	(14,353)	(14,607)	(15,076)	(11,660)	(16,359)	(16,494)	(17,149)	(16,029)
ROAD AND TRAFFIC - PROSPECTIVE FUNDING REQUIREMENT												
RATES FUNDING REQUIREMENT												
Surplus/(deficit)	(13,312)	(15,793)	(11,442)	(13,146)	(14,353)	(14,607)	(15,076)	(11,660)	(16,359)	(16,494)	(17,149)	(16,029)
Add Capital Contributions	(4,221)	(3,777)	(7,581)	(6,054)	(5,512)	(5,446)	(5,138)	(10,104)	(6,519)	(6,509)	(6,171)	(7,604)
Total rates funding requirement	(17,533)	(19,570)	(19,023)	(19,200)	(19,865)	(20,053)	(20,214)	(21,764)	(22,878)	(23,003)	(23,320)	(23,633)
LOAN FUNDING REQUIREMENT												
Capital Expenditure - to improve level of service	(7,661)	(5,563)	(7,782)	(5,847)	(5,740)	(7,296)	(7,564)	(7,944)	(8,682)	(10,337)	(9,926)	(10,285)
Capital Expenditure - to replace existing assets	(1,239)	(2,256)	(10,347)	(6,158)	(5,518)	(4,381)	(3,049)	(22,859)	(10,501)	(1,561)	(1,598)	(3,980)
Less Capital Contributions	4,221	3,777	7,581	6,054	5,512	5,446	5,138	10,104	6,519	6,509	6,171	7,604
Less Depreciation	9,940	10,666	11,566	11,462	11,891	12,309	12,287	12,901	13,583	13,620	14,089	14,572
Total loan (funding)/repayment	5,261	6,624	1,018	5,511	6,145	6,078	6,812	(7,798)	919	8,231	8,736	7,911
TOTAL FUNDING REQUIREMENT	(12,272)	(12,946)	(18,005)	(13,689)	(13,720)	(13,975)	(13,402)	(29,562)	(21,959)	(14,772)	(14,584)	(15,722)

FUNDING IMPACT STATEMENT FOR THE YEAR ENDING 30 JUNE: ROADING AND TRAFFIC

	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	19,570	19,023	19,200	19,865	20,053	20,214	21,764	22,878	23,003	23,320	23,633
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	3,425	3,678	3,741	3,812	4,015	4,099	4,185	4,277	4,376	4,481	4,588
Fees and charges	4,299	4,910	4,993	5,088	5,190	5,299	5,410	5,529	5,657	5,792	5,931
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	945	985	1,002	1,021	1,042	1,063	1,085	1,109	1,135	1,162	1,190
Total operating funding (A)	28,239	28,596	28,936	29,786	30,300	30,675	32,444	33,793	34,171	34,755	35,342
Applications of operating funding											
Payments to staff and suppliers	13,229	13,045	13,267	13,518	13,684	13,971	14,264	14,578	14,914	15,271	15,638
Finance costs	1,925	1,500	1,835	1,966	1,923	2,034	2,849	3,233	3,242	2,964	2,746
Internal charges and overheads applied	2,419	2,485	2,372	2,411	2,384	2,383	2,430	2,399	2,395	2,431	2,386
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	17,573	17,030	17,474	17,895	17,991	18,388	19,543	20,210	20,551	20,666	20,770
Surplus (deficit) of operating funding (A-B)	10,666	11,566	11,462	11,891	12,309	12,287	12,901	13,583	13,620	14,089	14,572
Sources of capital funding											
Subsidies and grants for capital expenditure	3,742	7,502	5,913	5,368	5,287	4,976	9,344	5,603	5,572	5,212	6,622
Development and financial contributions	35	79	141	144	159	162	760	916	937	959	982
Increase (decrease) in debt	(6,624)	(1,018)	(5,511)	(6,145)	(6,078)	(6,812)	7,798	(919)	(8,231)	(8,736)	(7,911)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(2,847)	6,563	543	(633)	(632)	(1,674)	17,902	5,600	(1,722)	(2,565)	(307)
Application of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve level of service	2,256	10,347	6,158	5,518	4,381	3,049	22,859	10,501	1,561	1,598	3,980
- to replace existing assets	5,563	7,782	5,847	5,740	7,296	7,564	7,944	8,682	10,337	9,926	10,285
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	7,819	18,129	12,005	11,258	11,677	10,613	30,803	19,183	11,898	11,524	14,265
Surplus (deficit) of capital funding (C-D)	(10,666)	(11,566)	(11,462)	(11,891)	(12,309)	(12,287)	(12,901)	(13,583)	(13,620)	(14,089)	(14,572)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-	-

WATER SUPPLY

WHAT WE DO

We provide a sustainable and high-quality water supply to our community for domestic and commercial use. We buy bulk water from Greater Wellington Regional Council (GWRC), then distribute it to the community through our water supply network. We regularly monitor the water quality and plan for the city’s future water supply, including any maintenance and upgrades needed to maintain the required service.

WHY WE DO IT

In supplying high-quality, affordable water, we contribute to:

- our community’s health
- community safety (through the water supply system’s fire-fighting capability)
- industrial and residential development.

EFFECTS ON COMMUNITY WELLBEING

The Water Supply activity promotes economic and environmental wellbeing in particular through our Infrastructure Strategy, Environmental Sustainability Strategy and Asset Management Plan. It contributes primarily to our community outcomes of a strong and diverse economy, an accessible and connected city, healthy people, a healthy natural environment, and strong and inclusive communities.

Looking at the potential for negative effects associated with this activity, degradation of watercourses due to the rate of extraction of water, and degradation of habitats affected by construction or management requirements for water sources, are potentially significant negative effects.

GWRC is responsible for the extraction, treatment and supply of water into the city’s water supply system. Extraction is managed to ensure that potential adverse effects are minimised to acceptable levels. We contribute towards managing the demand for water and therefore the requirement to develop new water sources through water conservation programmes, playing a leading role (through Wellington Water Ltd) in regional initiatives to manage the demand for water in the Wellington region, and supporting a bulk water charging system that incorporates incentives for water conservation.

THE SERVICES WE PROVIDE

CUSTOMER GROUP	SERVICE PROVIDED
Residents and ratepayers	Reticulated water supply Firefighting supply Te Puna Wai Ora natural water supply
Commercial water users	Drinking water supply Firefighting supply
Industrial water users	Drinking water supply Industrial water supply Firefighting supply
Developers	Advice on servicing of developments
New Zealand Fire Service	Firefighting supply

Our customer service standards cover water quality, service availability, courtesy and target response times, and are contained in our Asset Management Plan.



HOW WE MEASURE THE SUCCESS OF OUR SERVICES

MEASURE	ACHIEVED 2010-11	ACHIEVED 2011-12	ACHIEVED 2012-13	ACHIEVED 2013-14	TARGET 2014-15	TARGET 2015-16 TO 2024-25
Residents' satisfaction with the city water supply (measured by independent survey)	98%	96%	98%	96%	≥ 95% of those expressing an opinion	≥ 95% of those expressing an opinion
Compliance with part four of New Zealand Drinking Water Standards (bacteria compliance criteria)	Achieved full compliance	Achieved full compliance	Achieved full compliance	Achieved full compliance	Full compliance	Full compliance
Number of complaints for drinking water:	New measures for 2015-16	New measures for 2015-16	New measures for 2015-16	New measures for 2015-16	New measures for 2015-16	
<ul style="list-style-type: none"> • clarity • taste • odour • pressure or flow • continuity of supply • responsiveness to issues 						≤ 140 per 1000 connections ≤ 140 per 1000 connections ≤ 140 per 1000 connections ≤ 140 per 1000 connections ≤ 140 per 1000 connections
Median response time for:	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	
<ul style="list-style-type: none"> • attendance for urgent callouts • resolution of urgent callouts • attendance for non-urgent callouts • resolution of non-urgent callouts 						≤ 60 minutes ≤ Four hours ≤ 36 hours ≤ 15 days
Average drinking water consumption per resident per day	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	345 litres per day
Percentage of real water loss from networked reticulation system <small>Note: The real water loss measurement is the percentage of water that is lost through leakage on the mains, leakage and overflow at reservoirs and leakage on service connections up to the property boundaries</small>	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	≤ 18%
Quality of water (measured by Ministry of Health) <small>Note: the 'b' grading indicates the community's preference for a non-chlorinated water supply. B is the best grading a non-chlorinated water supply can achieve, however Wellington Water Ltd (on behalf of HCC) has implemented a quality management plan across Hutt City's water supply network that is significantly over and above the minimum drinking water standards</small>	Achieved a 'b' grading	Achieved a 'b' grading	Achieved a 'b' grading	Achieved a 'b' grading	Achieve a 'b' grading from the Ministry of Health for the Hutt City water supply	Achieve a 'b' grading from the Ministry of Health for the Hutt City water supply
Provide a reliable water supply service (measured by contract reports)	Achieved 2.61	Achieved 2.9	Achieved 2.7	Achieved 1.9	Fewer than four unplanned supply cuts per 1000 connections	Fewer than four unplanned supply cuts per 1000 connections

Note: Survey percentages exclude those who responded 'Don't know'. We work to meet these measures through Wellington Water Ltd.

MAJOR PROJECTS PLANNED: WATER SUPPLY

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital Replacements																				
Auto Shut Valves and Seismic Triggers	105	105	105	105	105	105	105													
Central Hutt Water Mains Renewals	758																			
Distribution Pipe Model Development	128																			
Forward Design	140	137	137	149	150	150	150	150	150	150	150	150	150	150	150	153	153	153	153	153
Korokoro Pump Station Renewal															20	130				
Major Pump Station Renewal														20	150					
Moohan Street Main and Services Renewals	300																			
Network Minor Works	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
Network Renewals		812	1,754	1,952	1,950	1,950	1,950	1,950	1,950	1,950	2,200	2,200	2,200	2,400	2,400	2,398	2,398	2,398	2,398	2,398
Normandale Pump Station Renewal															20	130				
Oxford Terrace Main Renewal	730																			
Peel Place Main, Rider and Services Renewals	190																			
Pharazyn Switchboard Pump Station Renewal							7	50												
Pump Station Minor Works	53	54	54	54	54	65	65	65	65	65	75	75	75	75	75	85	85	85	85	85
Rahui Pump Station Switchboard Renewal				30	150															
Reservoir Minor Works	53	53	54	54	54	65	65	65	65	65	75	75	75	75	75	85	85	85	85	85
SCADA Renewals	27	162	27	33	33	33	33	33	38	38	38	38	38	43	43	43	43	53	53	53
Seismic Coupling Installations	102	30	190	120	120	120	130	190	60	80										
Stokes Valley Pump Station Renewal																15	100			
Stokes Valley Road Pump Station Switchboard Renewal	53																			
Taita Boost Pump Station Renewal												20	130							
Taita Pump Station Renewal																			35	215
Wakefield Street Main Renewal		450																		
Wilkie Pump Station Renewal																			20	130

Note: All costs have been shown in today's dollars and haven't been inflated.

MAJOR PROJECTS PLANNED: WATER SUPPLY

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital Improvements																				
Critical Pipelines Seismic Upgrade	50	525	237	551	255	592	559	980	769	613	687	1,214	875	502	464	416	822	629	662	715
Delaney Reservoir Seismic Upgrade	760																			
Eastern Bays Reservoir Upgrade Design, Consents and Construction			50		400	1,500	1,400	900												
Emergency Water Supply	105	105																		
Gawler Reservoir Seismic Upgrade								50	725											
Gracefield and Point Howard Link Main									537											
Holborn Booster Pump (Carryover from 2014/15)	300																			
Kingsley Reservoir Seismic Upgrade	50	475																		
Konini Reservoir Seismic Upgrade	450																			
Korokoro Reservoir Seismic Upgrade																	30	235		
Manor Park Reservoir Seismic Upgrade															20	200				
Naenae Reservoir Construction									50	690	2,120	3,640								
Normandale Reservoir Upgrade					50	150	1,300	300												
Park Road Reservoir Seismic Upgrade													65	625						
Petone and Hutt Link Main (Tama North)	614																			
Pharazyn Pump Station Seismic Upgrade	120																			
Point Howard No 1 Reservoir Construction													50	150	1,200	600				
Point Howard No 2 Reservoir Roof Upgrade							50	500												
Rata Reservoir Roof and Seismic Upgrade								40	320											
Seaview and Petone Link Main																				1,289
Sunville Reservoir Seismic Upgrade										25	185									
Sweetacres Reservoir Upgrade	103	915	785																	
Sweetacres Watermain Upgrade								548												
Taita Reservoir Seismic Upgrade	50	775																		
Tirohanga Reservoir Construction																				50
Titiro Moana Reservoir Seismic Upgrade																	30	225		
Water Bore Eastern Ward	40																			
Water Bore Eastern Ward (Carryover from 2014/15)	35																			

Note: All costs have been shown in today's dollars and haven't been inflated.

PROSPECTIVE INCOME STATEMENT FOR THE YEAR ENDING 30 JUNE: WATER SUPPLY

	ACTUAL 2014 \$000	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
REVENUE												
General Rates and Other Rate Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	2,118	2,280	2,336	2,376	2,421	2,469	2,521	2,574	2,631	2,691	2,756	2,822
Operating Subsidies and Grants	-	-	-	-	-	-	-	-	-	-	-	-
Capital Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Upper Hutt CC Operating Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	4	17	35	36	36	42	43	44	56	58	59	60
Interest Earned	-	-	-	-	-	-	-	-	-	-	-	-
Dividends from LATEs	-	-	-	-	-	-	-	-	-	-	-	-
Gain/(loss) on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Vested Assets	213	114	114	116	118	121	123	126	128	131	134	138
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	2,335	2,411	2,485	2,528	2,575	2,632	2,687	2,744	2,815	2,880	2,949	3,020
EXPENDITURE												
Employee Costs	-	-	-	-	-	-	-	-	-	-	-	-
Support Costs/Internal Charges	357	385	336	321	326	322	322	329	324	324	329	323
Operating Costs	10,174	10,709	11,046	11,529	12,062	12,635	13,165	13,720	14,315	14,953	15,637	16,356
Interest Expenditure	313	358	446	609	666	648	673	790	887	999	995	911
Depreciation	3,277	3,444	3,528	3,495	3,647	3,773	3,767	3,930	4,132	4,211	4,431	4,611
Total expenditure	14,121	14,896	15,356	15,954	16,701	17,378	17,927	18,769	19,658	20,487	21,392	22,201
DEFICIT BEFORE TAX	(11,786)	(12,485)	(12,871)	(13,426)	(14,126)	(14,746)	(15,240)	(16,025)	(16,843)	(17,607)	(18,443)	(19,181)
WATER SUPPLY - PROSPECTIVE FUNDING REQUIREMENT												
RATES FUNDING REQUIREMENT												
Surplus/(deficit)	(11,786)	(12,485)	(12,871)	(13,426)	(14,126)	(14,746)	(15,240)	(16,025)	(16,843)	(17,607)	(18,443)	(19,181)
Add Capital Contributions	(4)	(17)	(35)	(36)	(36)	(42)	(43)	(44)	(56)	(58)	(59)	(60)
Total rates funding requirement	(11,790)	(12,502)	(12,906)	(13,462)	(14,162)	(14,788)	(15,283)	(16,069)	(16,899)	(17,665)	(18,502)	(19,241)
LOAN FUNDING REQUIREMENT												
Capital Expenditure - to improve level of service	(2,313)	(2,476)	(2,789)	(1,984)	(2,559)	(2,795)	(2,984)	(2,905)	(2,988)	(3,055)	(2,922)	(3,016)
Capital Expenditure - to replace existing assets	(241)	(692)	(2,677)	(2,843)	(1,110)	(582)	(760)	(2,470)	(3,726)	(3,821)	(2,833)	(1,604)
Less Capital Contributions	4	17	35	36	36	42	43	44	56	58	59	60
Less Depreciation	3,277	3,444	3,528	3,495	3,647	3,773	3,767	3,930	4,132	4,211	4,431	4,611
Total loan (funding)/repayment	727	293	(1,903)	(1,296)	14	438	66	(1,401)	(2,526)	(2,607)	(1,265)	51
TOTAL FUNDING REQUIREMENT	(11,063)	(12,209)	(14,809)	(14,758)	(14,148)	(14,350)	(15,217)	(17,470)	(19,425)	(20,272)	(19,767)	(19,190)

FUNDING IMPACT STATEMENT FOR THE YEAR ENDING 30 JUNE: WATER SUPPLY

	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	12,502	12,906	13,462	14,162	14,788	15,283	16,069	16,899	17,665	18,502	19,241
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	2,280	2,336	2,376	2,421	2,469	2,521	2,574	2,631	2,691	2,756	2,822
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	114	114	116	118	121	123	126	128	131	134	138
Total operating funding (A)	14,896	15,356	15,954	16,701	17,378	17,927	18,769	19,658	20,487	21,392	22,201
Applications of operating funding											
Payments to staff and suppliers	10,709	11,046	11,529	12,062	12,635	13,165	13,720	14,315	14,953	15,637	16,356
Finance costs	358	446	609	666	648	673	790	887	999	995	911
Internal charges and overheads applied	385	336	321	326	322	322	329	324	324	329	323
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	11,452	11,828	12,459	13,054	13,605	14,160	14,839	15,526	16,276	16,961	17,590
Surplus (deficit) of operating funding (A-B)	3,444	3,528	3,495	3,647	3,773	3,767	3,930	4,132	4,211	4,431	4,611
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	17	35	36	36	42	43	44	56	58	59	60
Increase (decrease) in debt	(293)	1,903	1,296	(14)	(438)	(66)	1,401	2,526	2,607	1,265	(51)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(276)	1,938	1,332	22	(396)	(23)	1,445	2,582	2,665	1,324	9
Application of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve level of service	692	2,677	2,843	1,110	582	760	2,470	3,726	3,821	2,833	1,604
- to replace existing assets	2,476	2,789	1,984	2,559	2,795	2,984	2,905	2,988	3,055	2,922	3,016
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	3,168	5,466	4,827	3,669	3,377	3,744	5,375	6,714	6,876	5,755	4,620
Surplus (deficit) of capital funding (C-D)	(3,444)	(3,528)	(3,495)	(3,647)	(3,773)	(3,767)	(3,930)	(4,132)	(4,211)	(4,431)	(4,611)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-	-

WASTEWATER

WHAT WE DO

We provide a pipe network that takes household and commercial effluent to the Seaview Wastewater Treatment Plant, which treats it to public health and environmental standards. Opened in November 2001, the resource consents under which the treatment plant now operates ensure that all relevant standards are adhered to, and that full compliance with the Resource Management Act 1991 is achieved. The Plant's operation has led to a significant improvement in the environment. We regularly undertake maintenance and upgrades to maintain the required service levels.

WHY WE DO IT

By collecting, treating and disposing of wastewater, we provide a service to residents and businesses that supports development in the city and protects the physical environment and our community's health.

EFFECTS ON COMMUNITY WELLBEING

The Wastewater activity promotes economic and environmental wellbeing in particular through our Infrastructure Strategy, Environmental Sustainability Strategy and Asset Management Plan. It contributes primarily to our community outcomes of a strong and diverse economy, an accessible and connected city, healthy people, a healthy natural

environment, and strong and inclusive communities.

Looking at the potential for negative effects associated with this activity, the discharge of odours from the wastewater infrastructure, overflows from the wastewater system at variance with cultural values of iwi, and degradation of watercourses due to overflows from the wastewater system, are potentially significant negative effects.

Discharges to air are controlled through the resource consent process and rules in the Regional Air Quality Management Plan. The discharge of odours from the wastewater infrastructure is unlikely to be of an extent that would cause environmental degradation but may be offensive to the community. Odour control systems have been fitted to parts of the wastewater infrastructure where odour problems have been experienced. Reports of odour are monitored through the HCC Request for Service system and through reports from the wastewater system maintenance and operations contractor.

Areas where overflows due to wet weather overloading of the wastewater system have been experienced are being progressively upgraded using a combination of measures. These include reducing wet weather discharges from private drains, upgrading pipelines and the provision of wet weather storage.

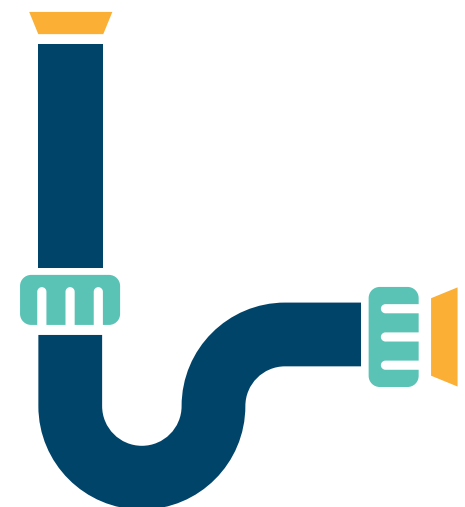
Upgrading is carried out through the asset renewal programme, which provides for the replacement of every wastewater pipeline as it reaches the end of its useful life, and through the asset development programme, which reflects long term demand projections for the wastewater system.

THE SERVICES WE PROVIDE

We define our customer groups and the service provided as:

CUSTOMER GROUP	SERVICE PROVIDED
Residents	Reticulated domestic wastewater disposal
Commercial properties	Reticulated wastewater disposal Commercial (trade waste) wastewater disposal
Industries	Reticulated wastewater disposal Industrial (trade waste) wastewater disposal
Developers	Advice on servicing of developments

Our customer service standards cover service availability, courtesy, responsiveness and environmental protection, and are contained in our Asset Management Plan.



HOW WE MEASURE THE SUCCESS OF OUR SERVICES

MEASURE	ACHIEVED 2010-11	ACHIEVED 2011-12	ACHIEVED 2012-13	ACHIEVED 2013-14	TARGET 2014-15	TARGET 2015-16 TO 2024-25
Residents' satisfaction with the city wastewater service (measured by independent survey)	97%	99%	99%	96%	≥ 95% of those expressing an opinion	≥ 95% of those expressing an opinion
No resource consent-related infringement notices received from GWRC	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance
Provide a reliable wastewater service (measured by contract reports)	1.01 incidents	0.9 incidents	0.74 incidents	0.68 incidents	Fewer than 1.2 wastewater incidents reported per kilometre of wastewater reticulation pipeline	Fewer than 1.2 wastewater incidents reported per kilometre of wastewater reticulation pipeline
Respond promptly to wastewater disruptions (measured by contract reports)	99.93%	100%	97.7%	98.8%	≥ 97% of requests responded to within one hour of notification	≥ 97% of requests responded to within one hour of notification
Dry weather wastewater overflows	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	0 per 1000 connections
Number of complaints: <ul style="list-style-type: none"> wastewater odour wastewater system faults wastewater system blockages responsiveness to wastewater system issues 	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	≤ 30 per 1000 connections
Median response time for: <ul style="list-style-type: none"> attendance time for wastewater overflows resolution time for wastewater overflows 	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	≤ 60 minutes ≤ Six hours
Breaches of resource consents for discharges from wastewater system: <ul style="list-style-type: none"> number of abatement notices number of infringement notices number of enforcement orders number of convictions 	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	0 breaches of resource consents

Note: Survey percentages exclude those who responded 'Don't know'. We work to meet these measures through Wellington Water Ltd.

MAJOR PROJECTS PLANNED: WASTEWATER

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital Replacements																				
Forward Design	100																			
Kendall Grove Sewer Renewals	230																			
Malone Road Trunk Non-DBO Pump Station Seismic Strengthening		60																		
Massey Avenue Pump Station Seismic Strengthening		60																		
Naenae Sewer Renewals	300																			
Network Minor Works	170																			
Network Renewals		3,154	3,345	3,380	3,380	3,380	3,555	3,555	3,555	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,300	3,300	3,300
Pressure Testing of Sewers	300																			
Pump Station Minor Works	86	86	86	86	86	86	86	97	97	97	97	97	108	108	108	108	108	115	115	115
Queen Street Sewer Renewal	580																			
Rossiter Avenue Trunk Non-DBO Pump Station Seismic Strengthening		60																		
SCADA Renewals	28	215	28	28	28	28	28	33	33	33	33	33	43	43	43	43	43	53	53	53
The Strand Sewer Renewal	210																			
Trunk DBO Asset Replacement Fund (Subsidy 28%)	870	870	870	870	870	870	870	870	870	870	870	870	870	870	870	870	870	870	870	870
Trunk DBO Network Cyclic Replacement (Subsidy 32%)	300	300	300	300	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500
Trunk Main Outfall Pipeline Renewal (Subsidy 32%)														200		6,000	6,000	16,000	16,000	
Trunk Non-DBO Minor Works (Subsidy 30%)	10																			
Trunk Resource Consent Renewals (Subsidy 28%)		100	50	125								200			100	100	50			
Tui Street Sewer Renewal	180																			
Victoria Street Pumping Station Seismic Strengthening	290																			
Wainuiomata Sewer Renewals	814																			

Note: All costs have been shown in today's dollars and haven't been inflated.

MAJOR PROJECTS PLANNED: WASTEWATER

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital Improvements																				
Additional Storage Tanks								535	535	535	535	535	535	535	535	535	535			
Pumping Stations Energy Conservation								215	215	215	215									
Sewer Mains Upgrade								644	644	644	644	644	644	644	644	644	644	644	644	644
Trunk DBO Pipeline Cyclic Replacement (Carryover from 2014/15)	90																			
Trunk DBO Type A Network Development (Carryover from 2014/15)	100																			
Trunk DBO Type B Network Development (Carryover from 2014/15)	100																			
Trunk Main Outfall Pipeline Overflow Mitigation (Subsidy 28%)						7,250	6,500													
Trunk Type A Asset Development (Subsidy 31%)	200	200	200	650	200	200	200	200	600	4,600	5,200	200	200	1,000	1,000	12,000	200	500	500	500
Trunk Type B Network Development (Subsidy 31%)	5,300	200	200	850	250	1,800	8,700	700	200	3,000	7,400	200	200	200	200	6,200	5,200	200	200	200
Vista Grove Sewer Replacement (Carryover from 2014/15)	325																			
Operating																				
Wastewater Flow Management Wainuiomata	90																			
Rising Main Vulnerability Assessment	50																			

Note: All costs have been shown in today's dollars and haven't been inflated.

PROSPECTIVE INCOME STATEMENT FOR THE YEAR ENDING 30 JUNE: WASTEWATER

	ACTUAL 2014 \$000	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
REVENUE												
General Rates and Other Rate Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	1,067	1,041	1,068	1,086	1,107	1,129	1,153	1,177	1,203	1,230	1,260	1,290
Operating Subsidies and Grants	-	-	-	-	-	-	-	-	-	-	-	-
Capital Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Upper Hutt CC Operating Subsidies	2,397	2,460	2,547	2,590	2,640	2,692	2,749	2,807	2,868	2,934	3,005	3,077
Development and Financial Contributions	244	175	406	413	421	429	438	447	457	468	479	490
Interest Earned	-	-	-	-	-	-	-	-	-	-	-	-
Dividends from LATEs	-	-	-	-	-	-	-	-	-	-	-	-
Gain/(loss) on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Vested Assets	341	293	114	116	118	121	123	126	128	131	134	138
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	4,049	3,969	4,135	4,205	4,286	4,371	4,463	4,557	4,656	4,763	4,878	4,995
EXPENDITURE												
Employee Costs	-	-	-	-	-	-	-	-	-	-	-	-
Support Costs/Internal Charges	790	820	822	785	798	789	788	804	793	792	804	789
Operating Costs	11,604	11,226	11,691	11,890	12,116	12,358	12,617	12,882	13,166	13,469	13,792	14,123
Interest Expenditure	766	836	863	1,053	1,045	1,045	1,074	1,438	2,159	2,277	2,155	2,262
Depreciation	6,898	7,273	7,410	7,282	7,497	7,723	7,681	8,045	8,635	8,829	9,146	9,573
Total expenditure	20,058	20,155	20,786	21,010	21,456	21,915	22,160	23,169	24,753	25,367	25,897	26,747
DEFICIT BEFORE TAX	(16,009)	(16,186)	(16,651)	(16,805)	(17,170)	(17,544)	(17,697)	(18,612)	(20,097)	(20,604)	(21,019)	(21,752)
WASTEWATER - PROSPECTIVE FUNDING REQUIREMENT												
RATES FUNDING REQUIREMENT												
Surplus/(deficit)	(16,009)	(16,186)	(16,651)	(16,805)	(17,170)	(17,544)	(17,697)	(18,612)	(20,097)	(20,604)	(21,019)	(21,752)
Add Capital Contributions	(244)	(175)	(406)	(413)	(421)	(429)	(438)	(447)	(457)	(468)	(479)	(490)
Total rates funding requirement	(16,253)	(16,361)	(17,057)	(17,218)	(17,591)	(17,973)	(18,135)	(19,059)	(20,554)	(21,072)	(21,498)	(22,242)
LOAN FUNDING REQUIREMENT												
Capital Expenditure - to improve level of service	(4,101)	(4,540)	(4,468)	(4,988)	(4,849)	(5,062)	(5,249)	(5,360)	(5,675)	(5,822)	(5,962)	(6,280)
Capital Expenditure - to replace existing assets	(332)	(629)	(6,115)	(407)	(415)	(1,586)	(486)	(10,193)	(17,343)	(2,643)	(2,588)	(10,865)
Less Capital Contributions	244	175	406	413	421	429	438	447	457	468	479	490
Less UHCC Capital Contribution	377	613	2,107	478	472	884	564	3,469	5,836	772	752	3,452
Less Depreciation	6,898	7,273	7,410	7,282	7,497	7,723	7,681	8,045	8,635	8,829	9,146	9,573
Total loan (funding)/repayment	3,086	2,892	(660)	2,778	3,126	2,388	2,948	(3,592)	(8,090)	1,604	1,827	(3,630)
TOTAL FUNDING REQUIREMENT	(13,167)	(13,469)	(17,717)	(14,440)	(14,465)	(15,585)	(15,187)	(22,651)	(28,644)	(19,468)	(19,671)	(25,872)

FUNDING IMPACT STATEMENT FOR THE YEAR ENDING 30 JUNE: WASTEWATER

	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	16,361	17,057	17,218	17,591	17,973	18,135	19,059	20,554	21,072	21,498	22,242
Subsidies and grants for operating purposes	2,460	2,547	2,590	2,640	2,692	2,749	2,807	2,868	2,934	3,005	3,077
Fees and charges	1,041	1,068	1,086	1,107	1,129	1,153	1,177	1,203	1,230	1,260	1,290
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	293	114	116	118	121	123	126	128	131	134	138
Total operating funding (A)	20,155	20,786	21,010	21,456	21,915	22,160	23,169	24,753	25,367	25,897	26,747
Applications of operating funding											
Payments to staff and suppliers	11,226	11,691	11,890	12,116	12,358	12,617	12,882	13,166	13,469	13,792	14,123
Finance costs	836	863	1,053	1,045	1,045	1,074	1,438	2,159	2,277	2,155	2,262
Internal charges and overheads applied	820	822	785	798	789	788	804	793	792	804	789
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	12,882	13,376	13,728	13,959	14,192	14,479	15,124	16,118	16,538	16,751	17,174
Surplus (deficit) of operating funding (A-B)	7,273	7,410	7,282	7,497	7,723	7,681	8,045	8,635	8,829	9,146	9,573
Sources of capital funding											
Subsidies and grants for capital expenditure	613	2,107	478	472	884	564	3,469	5,836	772	752	3,452
Development and financial contributions	175	406	413	421	429	438	447	457	468	479	490
Increase (decrease) in debt	(2,892)	660	(2,778)	(3,126)	(2,388)	(2,948)	3,592	8,090	(1,604)	(1,827)	3,630
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(2,104)	3,173	(1,887)	(2,233)	(1,075)	(1,946)	7,508	14,383	(364)	(596)	7,572
Application of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve level of service	629	6,115	407	415	1,586	486	10,193	17,343	2,643	2,588	10,865
- to replace existing assets	4,540	4,468	4,988	4,849	5,062	5,249	5,360	5,675	5,822	5,962	6,280
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	5,169	10,583	5,395	5,264	6,648	5,735	15,553	23,018	8,465	8,550	17,145
Surplus (deficit) of capital funding (C-D)	(7,273)	(7,410)	(7,282)	(7,497)	(7,723)	(7,681)	(8,045)	(8,635)	(8,829)	(9,146)	(9,573)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-	-

STORMWATER

WHAT WE DO

We provide a stormwater drainage pipe network to manage the surface water runoff from urban catchments, providing flood protection and control. Our objective is to achieve the best possible balance between the level of protection and the cost to our community. This includes maintaining and upgrading assets to maintain the required service levels.

WHY WE DO IT

Most of the development in Hutt City is concentrated on flat valley plains with the potential for flooding. We need to control stormwater to protect our community's health and safety and minimise property damage. A comprehensive stormwater system is the most efficient way to do this.

EFFECTS ON COMMUNITY WELLBEING

The Stormwater activity promotes economic and environmental wellbeing in particular through our Infrastructure Strategy, Environmental Sustainability Strategy and Asset Management Plan. It contributes primarily to our community outcomes of a safe community, a strong and diverse economy, an accessible and connected city, healthy people, a healthy natural environment, strong and inclusive communities, and a healthy and attractive built environment.

Looking at the potential for negative effects associated with this activity, the discharge of contaminants in stormwater to watercourses, and flooding when the capacity of the stormwater system is exceeded, are potentially significant negative effects.

Pollution prevention programmes, road cleaning programmes and debris pits incorporated in the majority of inlets to the stormwater system all assist in minimising the entry of contaminants, and are supplemented by our monitoring regime. The stormwater system is designed to standards which reflect the level of risk at different locations and are comparable to design standards in other New Zealand cities. The asset development programme progressively addresses gaps between the current levels of protection and target design standards. We also work with GWRC with respect to flooding issues associated with watercourses under Regional Council management.

THE SERVICES WE PROVIDE

We define our customer groups and the service provided as:

CUSTOMER GROUP	SERVICE PROVIDED
Residents	Reticulated primary stormwater system Minimising the adverse effect of stormwater runoff that exceeds the capacity of the primary stormwater system Managing environmental effects of stormwater discharges
Commercial properties	Reticulated primary stormwater system Minimising the adverse effect of stormwater runoff that exceeds the capacity of the primary stormwater system Managing environmental effects of stormwater discharges
Industries	Reticulated primary stormwater system Minimising the adverse effect of stormwater runoff that exceeds the capacity of the primary stormwater system Managing environmental effects of stormwater discharges
Developers	Advice on servicing of developments

Our customer service standards cover service availability, courtesy, target response times and environmental protection, and are contained in our Asset Management Plan.



HOW WE MEASURE THE SUCCESS OF OUR SERVICES

MEASURE	ACHIEVED 2010-2011	ACHIEVED 2011-12	ACHIEVED 2012-13	ACHIEVED 2013-14	TARGET 2014-15	TARGET 2015-16 TO 2024-25
Residents' satisfaction with the city stormwater service (measured by independent survey)	87%	90%	87%	84%	≥ 80% of those expressing an opinion	≥ 80% of those expressing an opinion
Provide a reliable stormwater service (measured by contract reports)	Achieved 0.13 incidents	Achieved 0.0595 incidents	Achieved 0.09 incidents	Achieved 0.09 incidents	Fewer than 0.5 stormwater incidents reported per kilometre of stormwater pipeline	Fewer than 0.5 stormwater incidents reported per kilometre of stormwater pipeline
Achieve water quality at main recreational beaches (measured by contract reports)	94%	92%	89%	83%	90% of sampling days when water quality meets Ministry for the Environment guidelines	90% of sampling days when water quality meets Ministry for the Environment guidelines
Number of flooding events	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	0 flooding events
Number of habitable floors (compliant with District Plan) flooded	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	0 out of 1000 connections per flooding event
Number of pipeline blockages	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	≤ 0.5 per kilometre of pipeline
Number of complaints about stormwater system performance	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	≤ 30 per 1000 connections
Median response time to attend a flooding event	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	≤ 60 minutes
Breaches of resource consents for discharges from stormwater system: <ul style="list-style-type: none"> • number of abatement notices • number of infringement notices • number of enforcement orders • number of convictions 	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	0 breaches of resource consents
Flood protection and control works: The major flood protection and control works that are maintained, repaired and renewed to the key standards defined in the local authority's relevant planning documents	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	New measure for 2015-16	Completion of programme as recorded and reported on by GWRC

Note: Survey percentages exclude those who responded 'Don't know'
We work to meet these measures through Wellington Water Ltd.

MAJOR PROJECTS PLANNED: STORMWATER

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital Replacements																				
Forward Design	50																			
John Street and Stokes Valley Stormwater Renewal	450																			
Network Minor Works	100																			
Network Renewals		519	516	513	510	661	660	671	682	708	708	708	708	708	708	708	708	708	708	708
Pump Station Minor Works	81	81	81	81	81	81	81	86	86	86	86	86	97	97	97	97	97	105	105	105
SCADA Renewals	27	161	27	27	27	27	27	33	33	32	32	33	43	43	43	43	43	53	53	53
Stormwater Network Modelling	180	150	150	150	150															
Walter Road Stormwater Renewal	419																			
Capital Improvements																				
Ariki Street Stormwater Renewal (Carryover from 2014/15)	100																			
Awamutu Stream	250	250	715	966	1,010	1,025	966	497												
Beach Stormwater Outlets		429				1,439														
Cheviot Road Stormwater Improvement Project	107																			
Climate Change Projects												537	537	537	537	537	537	537	537	537
Dowse Drive Stormwater Improvement Project		537	537																	
East Street Petone	102																			
Heketara Street and Pukatea Street			640																	
Hutt River Backflow Electrical	215		215																	
Hutt River Floodplain	180	150	350	350	350	350	50	150	150	350	350									
Hutt River Stormwater Flapgates and Pumping Stations	268							505	505	505	505	505	505	505	505	505	505	505		
John Street and Stokes Valley Stormwater Renewal (Carryover from 2014/15)	169																			
Melling Road Pump Station					537	537														
Percy Cameron Street			376																	
Pumping Stations Energy Conservation							215	215	215	215										

Note: All costs have been shown in today's dollars and haven't been inflated.

MAJOR PROJECTS PLANNED: STORMWATER

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital Improvements																				
Queen Street	816																			
Randwick Road Stormwater Improvement	376																			
Rutherford Street					537	537														
SH2 Korokoro Catchment Flood Mitigation								537	537	537	536	537	536	537	537	1,074	1,074	1,074		
Stokes Valley Catchment Flood Mitigation								1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300		
Stormwater Consenting Project	150	100	50																	
Stormwater Quality														537	537	536	536	536		
The Esplanade Upgrade												859								
Upper Kelson Catchment								644												
Victoria Street and Humes Street						612														
Waiwhetu Catchment								537	537	537	537	537								
Operating																				
Waiwhetu Stream Flood Management Plan	45																			

Note: All costs have been shown in today's dollars and haven't been inflated.



PROSPECTIVE INCOME STATEMENT FOR THE YEAR ENDING 30 JUNE: STORMWATER

	ACTUAL 2014 \$000	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
REVENUE												
General Rates and Other Rate Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	5	3	5	5	5	5	5	6	6	6	6	6
Operating Subsidies and Grants	17	9	9	9	9	10	10	10	10	10	11	11
Capital Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Upper Hutt CC Operating Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	5	75	50	51	52	60	62	63	80	82	84	86
Interest Earned	-	-	-	-	-	-	-	-	-	-	-	-
Dividends from LATEs	-	-	-	-	-	-	-	-	-	-	-	-
Gain/(loss) on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Vested Assets	321	143	114	116	118	121	123	126	128	131	134	138
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	348	230	178	181	184	196	200	205	224	229	235	241
EXPENDITURE												
Employee Costs	-	-	-	-	-	-	-	-	-	-	-	-
Support Costs/Internal Charges	339	353	306	292	297	294	293	299	295	295	299	294
Operating Costs	3,373	3,317	3,328	3,385	3,449	3,518	3,592	3,667	3,748	3,834	3,926	4,020
Interest Expenditure	472	604	375	390	415	439	489	640	674	761	770	753
Depreciation	2,970	3,033	3,138	3,106	3,218	3,330	3,320	3,460	3,596	3,607	3,771	3,926
Total expenditure	7,154	7,307	7,147	7,173	7,379	7,581	7,694	8,066	8,313	8,497	8,766	8,993
DEFICIT BEFORE TAX	(6,806)	(7,077)	(6,969)	(6,992)	(7,195)	(7,385)	(7,494)	(7,861)	(8,089)	(8,268)	(8,531)	(8,752)
STORMWATER - PROSPECTIVE FUNDING REQUIREMENT												
RATES FUNDING REQUIREMENT												
Surplus/(deficit)	(6,806)	(7,077)	(6,969)	(6,992)	(7,195)	(7,385)	(7,494)	(7,861)	(8,089)	(8,268)	(8,531)	(8,752)
Add Capital Contributions	(5)	(75)	(50)	(51)	(52)	(60)	(62)	(63)	(80)	(82)	(84)	(86)
Total rates funding requirement	(6,811)	(7,152)	(7,019)	(7,043)	(7,247)	(7,445)	(7,556)	(7,924)	(8,169)	(8,350)	(8,615)	(8,838)
LOAN FUNDING REQUIREMENT												
Capital Expenditure - to improve level of service	(259)	(727)	(1,307)	(926)	(802)	(814)	(829)	(847)	(865)	(910)	(944)	(998)
Capital Expenditure - to replace existing assets	(699)	(744)	(2,733)	(1,491)	(2,598)	(1,789)	(2,047)	(4,957)	(1,748)	(5,050)	(3,826)	(4,159)
Less Capital Contributions	5	75	50	51	52	60	62	63	80	82	84	86
Less Depreciation	2,970	3,033	3,138	3,106	3,218	3,330	3,320	3,460	3,596	3,607	3,771	3,926
Total loan (funding)/repayment	2,017	1,637	(852)	740	(130)	787	506	(2,281)	1,063	(2,271)	(915)	(1,145)
TOTAL FUNDING REQUIREMENT	(4,794)	(5,515)	(7,871)	(6,303)	(7,377)	(6,658)	(7,050)	(10,205)	(7,106)	(10,621)	(9,530)	(9,983)

FUNDING IMPACT STATEMENT FOR THE YEAR ENDING 30 JUNE: STORMWATER

	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	7,152	7,019	7,043	7,247	7,445	7,556	7,924	8,169	8,350	8,615	8,838
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	9	9	9	9	10	10	10	10	10	11	11
Fees and charges	3	5	5	5	5	5	6	6	6	6	6
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	143	114	116	118	121	123	126	128	131	134	138
Total operating funding (A)	7,307	7,147	7,173	7,379	7,581	7,694	8,066	8,313	8,497	8,766	8,993
Applications of operating funding											
Payments to staff and suppliers	3,317	3,328	3,385	3,449	3,518	3,592	3,667	3,748	3,834	3,926	4,020
Finance costs	604	375	390	415	439	489	640	674	761	770	753
Internal charges and overheads applied	353	306	292	297	294	293	299	295	295	299	294
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	4,274	4,009	4,067	4,161	4,251	4,374	4,606	4,717	4,890	4,995	5,067
Surplus (deficit) of operating funding (A-B)	3,033	3,138	3,106	3,218	3,330	3,320	3,460	3,596	3,607	3,771	3,926
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	75	50	51	52	60	62	63	80	82	84	86
Increase (decrease) in debt	(1,637)	852	(740)	130	(787)	(506)	2,281	(1,063)	2,271	915	1,145
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(1,562)	902	(689)	182	(727)	(444)	2,344	(983)	2,353	999	1,231
Application of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve level of service	744	2,733	1,491	2,598	1,789	2,047	4,957	1,748	5,050	3,826	4,159
- to replace existing assets	727	1,307	926	802	814	829	847	865	910	944	998
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	1,471	4,040	2,417	3,400	2,603	2,876	5,804	2,613	5,960	4,770	5,157
Surplus (deficit) of capital funding (C-D)	(3,033)	(3,138)	(3,106)	(3,218)	(3,330)	(3,320)	(3,460)	(3,596)	(3,607)	(3,771)	(3,926)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-	-

SOLID WASTE

WHAT WE DO

We manage contracts for the collection of the city's refuse and recycling, and own and operate a landfill at which people and businesses can dispose of residual waste.

WHY WE DO IT

Solid waste management is necessary for the health and quality of life of the community, the local economy and the environment.

EFFECTS ON COMMUNITY WELLBEING

The Solid Waste activity promotes environmental wellbeing in particular through our Environmental Sustainability Strategy and the regional Waste Management and Minimisation Plan. It contributes primarily to our community outcomes of healthy people and a healthy natural environment.

Looking at the potential for negative effects associated with this activity, environmental effects caused through failure to comply with resource consent conditions has been identified as a possible risk that is addressed through our management techniques and best practice standards. Failure to provide effective recycling and refuse collection services could lead to increased littering.

THE SERVICES WE PROVIDE

We provide a weekly kerbside collection service for general waste and recycling. We also provide a landfill on Reynolds Bach Drive, Silverstream, and a cleanfill on Coast Road, Wainuiomata. Community recycling stations are located in Alicetown, Kelson, Naenae, Wainuiomata and a facility at Seaview.

HOW WE MEASURE THE SUCCESS OF OUR SERVICES

MEASURE	ACHIEVED 2010-11	ACHIEVED 2011-12	ACHIEVED 2012-13	ACHIEVED 2013-14	TARGET 2014-15	TARGET 2015-16 TO 2024-25
Residents' satisfaction with:						
• rubbish collection	93%	92%	95%	93%	≥ 93% of those expressing an opinion	≥ 93% of those expressing an opinion
• refuse disposal (measured by independent survey)	85%	91%	81%	83%	≥ 91% of those expressing an opinion	≥ 91% of those expressing an opinion
No resource consent-related infringement notices received from GWRC	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance

Note: Survey percentages exclude those who responded 'Don't know'

MAJOR PROJECTS PLANNED: SOLID WASTE

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
New/Improvements																				
Cleanfill Site Development	10																			
Silverstream Landfill Stage 2	1,820	1,330	4,025	1,480	250	2,700	3,200	650	4,250	460	185	370	3,820	4,650	5,150	420	325	3,050	250	300
Silverstream Landfill Stage 2 (Carryover from 2014/15)	100																			

Note: All costs have been shown in today's dollars and haven't been inflated.

PROSPECTIVE INCOME STATEMENT FOR THE YEAR ENDING 30 JUNE: SOLID WASTE

	ACTUAL 2014 \$000	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
REVENUE												
General Rates and Other Rate Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	12,911	13,955	12,895	13,114	13,363	13,631	13,917	14,209	14,522	14,856	15,212	15,577
Operating Subsidies and Grants	-	-	-	-	-	-	-	-	-	-	-	-
Capital Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Upper Hutt CC Operating Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Interest Earned	-	-	-	-	-	-	-	-	-	-	-	-
Dividends from LATEs	-	-	-	-	-	-	-	-	-	-	-	-
Gain/(loss) on Disposal of Assets	8	-	-	-	-	-	-	-	-	-	-	-
Vested Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	(3)	10	5	5	5	5	5	6	6	6	6	6
Total revenue	12,916	13,965	12,900	13,119	13,368	13,636	13,922	14,215	14,528	14,862	15,218	15,583
EXPENDITURE												
Employee Costs	-	-	-	-	-	-	-	-	-	-	-	-
Support Costs/Internal Charges	182	198	330	315	320	317	316	323	319	318	323	317
Operating Costs	7,091	6,613	6,416	6,525	6,649	6,782	6,924	7,070	7,225	7,392	7,569	7,751
Interest Expenditure	305	114	256	278	331	325	297	390	491	352	437	402
Depreciation	546	567	587	588	645	702	705	746	812	834	897	958
Total expenditure	8,124	7,492	7,589	7,706	7,945	8,126	8,242	8,529	8,847	8,896	9,226	9,428
DEFICIT BEFORE TAX	4,792	6,473	5,311	5,413	5,423	5,510	5,680	5,686	5,681	5,966	5,992	6,155
SOLID WASTE - PROSPECTIVE FUNDING REQUIREMENT												
RATES FUNDING REQUIREMENT												
Surplus/(deficit)	4,792	6,473	5,311	5,413	5,423	5,510	5,680	5,686	5,681	5,966	5,992	6,155
Total rates funding requirement	4,792	6,473	5,311	5,413	5,423	5,510	5,680	5,686	5,681	5,966	5,992	6,155
LOAN FUNDING REQUIREMENT												
Capital Expenditure - to replace existing assets	(1,100)	(1,310)	(1,930)	(1,353)	(4,171)	(1,564)	(270)	(2,975)	(3,604)	(749)	(5,014)	(556)
Less Depreciation	546	567	587	588	645	702	705	746	812	834	897	958
Total loan (funding)/repayment	(554)	(743)	(1,343)	(765)	(3,526)	(862)	435	(2,229)	(2,792)	85	(4,117)	402
TOTAL FUNDING REQUIREMENT	4,238	5,730	3,968	4,648	1,897	4,648	6,115	3,457	2,889	6,051	1,875	6,557

FUNDING IMPACT STATEMENT FOR THE YEAR ENDING 30 JUNE: SOLID WASTE

	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	(7,673)	(6,648)	(6,773)	(6,809)	(6,923)	(7,123)	(7,159)	(7,187)	(7,506)	(7,569)	(7,770)
Targeted rates	1,200	1,337	1,360	1,386	1,413	1,443	1,473	1,506	1,540	1,577	1,615
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	13,955	12,895	13,114	13,363	13,631	13,917	14,209	14,522	14,856	15,212	15,577
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	10	5	5	5	5	5	6	6	6	6	6
Total operating funding (A)	7,492	7,589	7,706	7,945	8,126	8,242	8,529	8,847	8,896	9,226	9,428
Applications of operating funding											
Payments to staff and suppliers	6,613	6,416	6,525	6,649	6,782	6,924	7,070	7,225	7,392	7,569	7,751
Finance costs	114	256	278	331	325	297	390	491	352	437	402
Internal charges and overheads applied	198	330	315	320	317	316	323	319	318	323	317
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	6,925	7,002	7,118	7,300	7,424	7,537	7,783	8,035	8,062	8,329	8,470
Surplus (deficit) of operating funding (A-B)	567	587	588	645	702	705	746	812	834	897	958
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	743	1,343	765	3,526	862	(435)	2,229	2,792	(85)	4,117	(402)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	743	1,343	765	3,526	862	(435)	2,229	2,792	(85)	4,117	(402)
Application of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve level of service	1,310	1,930	1,353	4,171	1,564	270	2,975	3,604	749	5,014	556
- to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	1,310	1,930	1,353	4,171	1,564	270	2,975	3,604	749	5,014	556
Surplus (deficit) of capital funding (C-D)	(567)	(587)	(588)	(645)	(702)	(705)	(746)	(812)	(834)	(897)	(958)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-	-

ORGANISATION

The group that delivers organisational support activities works alongside all the other activities of Council, and includes elected members and the associated secretariat services, strategy and policy development, communications and marketing, customer services, financial services, risk and audit, information services, legal services and human resources.

Organisational support activities support the social, cultural, environmental and economic wellbeing of the city, and include organisation-wide strategies covering Best Local Government Services.

PRIORITY	TARGET
Efficiently deliver our planned annual service commitments to a high standard	Budgets met and projects delivered
Organisational development initiatives that drive high performing staff and grow confident and aspirational leaders	Performance review process and remuneration system enhanced
Customer service delivery and standards	All Divisions are proactive in improving service delivery
Customer Experience Refresh Programme process changes to improve service to customers and be more efficient	90% of current projects in project plan complete
Health and safety of all of our staff and customers is paramount	Health and safety objectives for all staff, effective monthly reporting and follow up actions, formal recognition and promotion of health and safety

STRATEGIC OBJECTIVES

Providing local government services is what we do. We want Hutt City Council to be the best at doing this so that we can provide services at the highest standard for customers, make it easier for them to do business with us and have staff who know they are doing a great job and are part of a successful organisation.

CONTRIBUTION TO ENVIRONMENTAL SUSTAINABILITY

The group that delivers Organisational activities also contributes to the Council's Environmental Sustainability Strategy through:

- Waste and recycling provisions at Council facilities
- A Green Team that coordinates sustainability programmes
- Eco Design Advisor providing free consultations and advice on green home improvements
- Electronic access to official records reducing paper usage
- Sustainable Fleet Vehicle Policy
- Energy efficiency in Council operated buildings

CONTRIBUTION TO OTHER STRATEGIES

The group that delivers Organisational activities also contributes to all of Council's key strategies through:

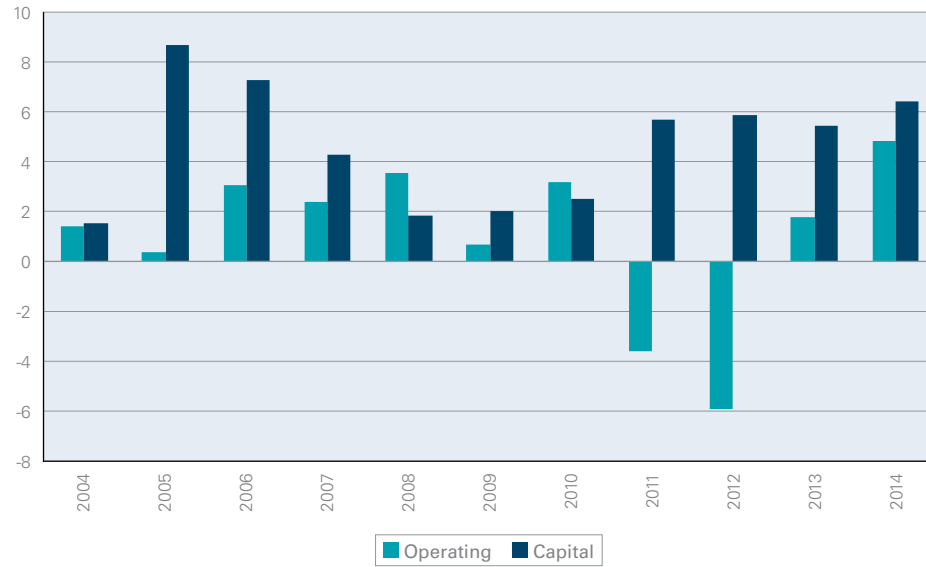
- Enhancing collaboration and engagement
- Working in partnership with local businesses and organisations
- Providing the corporate support that assists with the delivery of all Council activities

KEY PERFORMANCE INDICATORS

Council management, through its Strategic Leadership Team, has identified three priority areas for the organisation:

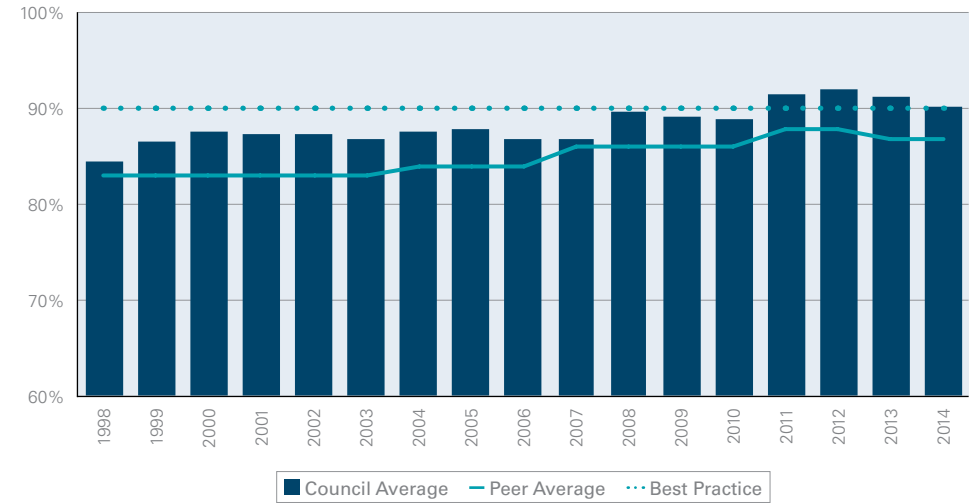
PRIORITY AREA	ORGANISATIONAL OBJECTIVES
Services – deliver great customer experiences	Making it easier to do business, through fresh solutions and use of technology Delivering excellent and innovative services that provide value for money
Lead a future focused city	Leading the city's growth and development to ensure a vibrant and thriving Hutt City Taking action in response to the communities' changing economic, environmental, social and cultural needs
Staff – achieve through our great people	Providing staff with the environment, skills, information and tools they need to do their jobs

We've developed five key performance indicators for these areas, which are additional to the performance measures and targets for each of our 21 key activities.



BUDGET MANAGEMENT

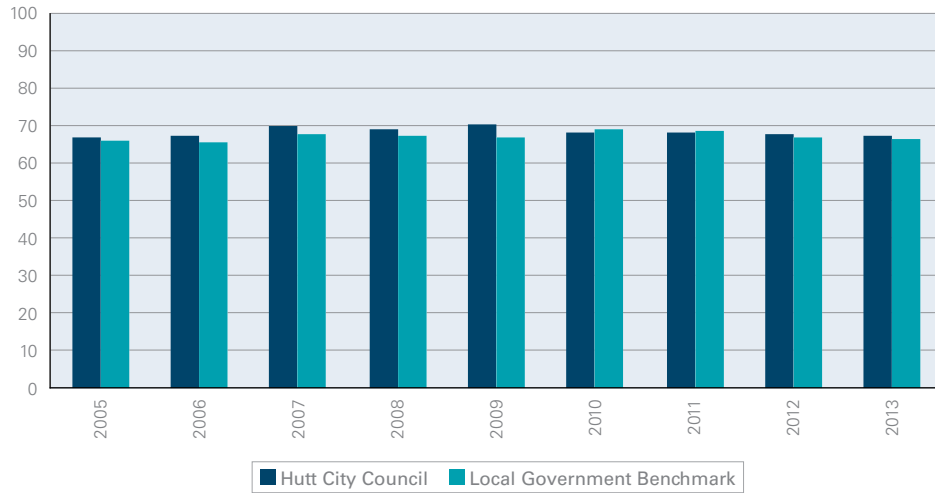
This key performance indicator compares results with budget targets. All activities are expected to operate within net capital and operating budgets.



CUSTOMER SATISFACTION

Council monitors customer satisfaction levels through an independent annual survey, and the target of achieving 90% satisfaction averaged across our key services was achieved for the first time in 2011 and maintained in 2012, 2013 and 2014. The results are above the average of our peer councils, and Council is committed to sustaining this high level of satisfaction.

ORGANISATION



STAFF PERCEPTIONS

Council measures staff perceptions using the Kenexa Best Workplaces Survey. Current initiatives to support staff include a continued commitment to health and wellbeing, focus on staff engagement and enablement, and strengthening leadership effectiveness.



PROJECT COMPLETION

Every year Council commits to between 200 – 300 projects through the Annual Plan. Inevitably, some cannot be completed in time and are usually carried over to the next financial year for completion.

COMPLIANCE

It is vital for staff, contractors and other businesses associated with Council to comply with the law, contracts, consents, employment agreements, health and safety requirements and Council policy. Council monitors this compliance on a monthly basis, and has a target of no significant cases of non-compliance. This has been achieved every year since 2004.

YEAR	NON-COMPLIANCE INSTANCES	
	INSIGNIFICANT	SIGNIFICANT
2004	9	-
2005	6	-
2006	1	-
2007	3	-
2008	1	-
2009	1	-
2010	1	-
2011	2	-
2012	4	-
2013	1	-
2014	1	-

OPERATIONAL OBJECTIVES

The following activities fall under organisational support:

- Elected Members
- Advice and Support
- Support Services

These activities contribute to all the high level goals for the city's wellbeing, also referred to as 'community outcomes':

A safe community – we live in a safe city; our city is prepared for emergencies.

A strong and diverse economy – a city that grows existing businesses and attracts new business activity, with a focus on the research and development sector; all members of our community benefit from a strong economy, and we attract increasing numbers of visitors.

An accessible and connected city – a city that is easy to move about with well-designed roads, cycleways and footpaths; members of our community are connected to the digital world.

Healthy people – we live healthy lives, and our city's services help to protect our health and our environment.

A healthy natural environment – we value and protect the natural environment and promote a sustainable city; resources are used efficiently and there is minimal waste and pollution.

Actively engaged in community activities – members of our community participate in arts, cultural, sports and other recreational and leisure activities; the city provides for and encourages participation in these activities.

Strong and inclusive communities – people feel a sense of belonging and are included in the community; our city is built on strong communities that value diversity and support newcomers.

A healthy and attractive built environment – our built environment enhances our quality of life; our city is vibrant, attractive, healthy and well-designed; we promote development that is sustainable, and that values and protects our built heritage and the natural environment.

A well-governed city – all members of our community are empowered to participate in decision-making and to contribute to society; their values and ideas are reflected in the decisions Council makes.

A number of operational policies and plans reflect how these activities work towards Council's strategic objectives related to organisational support, including:

- Customer Experience Refresh Programme – this Programme gave our staff the chance to provide feedback on all areas of customer service, looking at ways in which Council could deliver consistently high standards of service across the organisation.
- Customer Satisfaction (NRB Communitrak Survey) – this is an independent study undertaken by the National Research Bureau Ltd that measures our residents'

satisfaction with our services and elected members annually.

- Community Engagement Strategy – community engagement is one of the most important responsibilities we have as a local government agency. We must ensure that our methods of engagement are wide reaching and encourage the public to participate in the decision-making process.
- Best Workplaces Survey – this annual survey provides Council with important information on how staff view Council, and how this compares with other organisations.

Outlined on the following pages for each of our activities is a description of what we do, why we do it, the effects of that activity on community wellbeing, the services we provide, how we measure the success of our services, the major projects we have planned for the period 1 July 2015 to 30 June 2025, the income expected for the year to 30 June 2025, and a Funding Impact Statement for each group:

ELECTED MEMBERS

WHAT WE DO

Elected members of Hutt City Council have an important role in the community. They:

- provide a governance role for the city
- set Council’s strategic direction, including determining the activities we undertake (within legal parameters)
- monitor our performance on behalf of the city’s residents and ratepayers.

Our governance structure includes community boards and community

committees, which provide local input into our decision-making.

WHY WE DO IT

The Elected Members activity ensures sound governance and robust decision-making within Hutt City.

EFFECTS ON COMMUNITY WELLBEING

The Elected Members activity promotes social, economic, environmental and cultural wellbeing through contributing

to projects across all of Council, and contributes to all community outcomes. Looking at the potential for negative effects associated with this activity, there is a risk that some portions of the population may not be represented adequately. This is mitigated through our consultation and engagement practices.

THE SERVICES WE PROVIDE

All meetings of Council, its committees and subcommittees and community

boards/committees are open to the public, apart from discussion on any items to be considered with the public excluded, as provided for in legislation. At the start of each meeting there is time set aside for public comment where anyone can speak for three minutes on any item included on the order paper for the meeting. This excludes hearings, where only submitters may speak.

HOW WE MEASURE THE SUCCESS OF OUR SERVICES

MEASURE	ACHIEVED 2010-11	ACHIEVED 2011-12	ACHIEVED 2012-13	ACHIEVED 2013-14	TARGET 2014-15	TARGET 2015-16 TO 2024-25
Residents’ satisfaction with the Mayor’s and councillors’ performance (measured by independent survey)	96%	96%	97%	95%	≥ 90% of those expressing an opinion	≥ 90% of those expressing an opinion
Residents’ satisfaction with the way we spend their rates (measured by independent survey)	88%	89%	86%	89%	≥ 83% of those expressing an opinion	≥ 83% of those expressing an opinion
Residents’ satisfaction with our public consultation (measured by independent survey)	90%	89%	91%	86%	Improvement on previous year	Improvement on previous year

Note: Survey percentages exclude those who responded ‘Don’t know’.

MAJOR PROJECTS PLANNED: ELECTED MEMBERS

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating																				
Regional Governance Review	30																			

Note: All costs have been shown in today’s dollars and haven’t been inflated.

PROSPECTIVE INCOME STATEMENT FOR THE YEAR ENDING 30 JUNE: ELECTED MEMBERS

	ACTUAL 2014 \$000	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
REVENUE												
General Rates and Other Rate Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	9	-	-	-	-	-	-	-	-	-	-	-
Operating Subsidies and Grants	-	-	-	-	-	-	-	-	-	-	-	-
Capital Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Upper Hutt CC Operating Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Interest Earned	-	-	-	-	-	-	-	-	-	-	-	-
Dividends from LATEs	-	-	-	-	-	-	-	-	-	-	-	-
Gain/(loss) on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Vested Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	9	-	-	-	-	-	-	-	-	-	-	-
EXPENDITURE												
Employee Costs	18	-	-	-	-	-	-	-	-	-	-	-
Support Costs/Internal Charges	776	704	614	586	596	589	589	600	593	592	601	590
Operating Costs	1,113	1,216	1,212	1,233	1,256	1,281	1,308	1,336	1,365	1,396	1,430	1,464
Interest Expenditure	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	4	4	-	-	-	-	-	-	-	-	-	-
Total expenditure	1,911	1,924	1,826	1,819	1,852	1,870	1,897	1,936	1,958	1,988	2,031	2,054
DEFICIT BEFORE TAX	(1,902)	(1,924)	(1,826)	(1,819)	(1,852)	(1,870)	(1,897)	(1,936)	(1,958)	(1,988)	(2,031)	(2,054)
ELECTED MEMBERS - PROSPECTIVE FUNDING REQUIREMENT												
RATES FUNDING REQUIREMENT												
Surplus/(deficit)	(1,902)	(1,924)	(1,826)	(1,819)	(1,852)	(1,870)	(1,897)	(1,936)	(1,958)	(1,988)	(2,031)	(2,054)
Total rates funding requirement	(1,902)	(1,924)	(1,826)	(1,819)	(1,852)	(1,870)	(1,897)	(1,936)	(1,958)	(1,988)	(2,031)	(2,054)
LOAN FUNDING REQUIREMENT												
Less Depreciation	4	4	-	-	-	-	-	-	-	-	-	-
Total loan (funding)/repayment	4	4	-	-	-	-	-	-	-	-	-	-
TOTAL FUNDING REQUIREMENT	(1,898)	(1,920)	(1,826)	(1,819)	(1,852)	(1,870)	(1,897)	(1,936)	(1,958)	(1,988)	(2,031)	(2,054)

ADVICE AND SUPPORT

WHAT WE DO

This activity comprises the processes that support our decision-making, such as strategic planning, policy development and monitoring and reporting.

WHY WE DO IT

Professional advice and support are necessary to help us and community boards and committees to make informed decisions on behalf of our community.

EFFECTS ON COMMUNITY WELLBEING

The Advice and Support activity promotes social, economic, environmental and cultural wellbeing through contributing to projects across all of Council, and contributes to all community outcomes. Looking at the potential for negative effects associated with this activity, there is a possibility that providing advice that balances the needs and wants of the local community in the interests of the public good may cause a negative effect on individuals or groups.

THE SERVICES WE PROVIDE

Council officers provide free and frank, professional advice to the Council, its committees and subcommittees, and community boards/committees. This enables transparent decision-making and provides assurance that rigorous analysis underpins council processes and decisions.



HOW WE MEASURE THE SUCCESS OF OUR SERVICES

MEASURE	ACHIEVED 2010-11	ACHIEVED 2011-12	ACHIEVED 2012-13	ACHIEVED 2013-14	TARGET 2014-15	TARGET 2015-16 TO 2024-25
Councillors are satisfied or more than satisfied with the formal advice they receive from officers (measured by internal survey)	88%	100%	Insufficient evidence to assess	91%	≥ 80% of those expressing an opinion	≥ 80% of those expressing an opinion
Councillors are satisfied or more than satisfied with responses to requests for help from officers (measured by internal survey)	95%	100%	Insufficient evidence to assess	82%	≥ 80% of those expressing an opinion	≥ 80% of those expressing an opinion
Community board and community committee members are satisfied or more than satisfied with the formal advice they receive from officers (measured by internal survey)	88%	90%	95%	95%	≥ 80% of those expressing an opinion	≥ 80% of those expressing an opinion
Community board and community committee members are satisfied or more than satisfied with responses to requests for help from officers (measured by internal survey)	95%	80%	95%	97%	≥ 80% of those expressing an opinion	≥ 80% of those expressing an opinion

Note: Survey percentages exclude those who responded 'Don't know'.

PROSPECTIVE INCOME STATEMENT FOR THE YEAR ENDING 30 JUNE: ADVICE AND SUPPORT

	ACTUAL 2014 \$000	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
REVENUE												
General Rates and Other Rate Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges	-	-	-	-	-	-	-	-	-	-	-	-
Operating Subsidies and Grants	-	-	-	-	-	-	-	-	-	-	-	-
Capital Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Upper Hutt CC Operating Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Interest Earned	-	-	-	-	-	-	-	-	-	-	-	-
Dividends from LATEs	-	-	-	-	-	-	-	-	-	-	-	-
Gain/(loss) on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Vested Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	187	-	-	173	-	-	183	-	-	196	-	-
Total revenue	187	-	-	173	-	-	183	-	-	196	-	-
EXPENDITURE												
Employee Costs	19	1	-	22	-	-	24	-	-	25	-	-
Support Costs/Internal Charges	4,170	4,490	4,289	4,094	4,162	4,115	4,112	4,194	4,140	4,134	4,195	4,119
Operating Costs	362	49	71	372	74	75	395	78	80	422	84	86
Interest Expenditure	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-
Total expenditure	4,551	4,540	4,360	4,488	4,236	4,190	4,531	4,272	4,220	4,581	4,279	4,205
DEFICIT BEFORE TAX	(4,364)	(4,540)	(4,360)	(4,315)	(4,236)	(4,190)	(4,348)	(4,272)	(4,220)	(4,385)	(4,279)	(4,205)
ADVICE AND SUPPORT - PROSPECTIVE FUNDING REQUIREMENT												
RATES FUNDING REQUIREMENT												
Surplus/(deficit)	(4,364)	(4,540)	(4,360)	(4,315)	(4,236)	(4,190)	(4,348)	(4,272)	(4,220)	(4,385)	(4,279)	(4,205)
Total rates funding requirement	(4,364)	(4,540)	(4,360)	(4,315)	(4,236)	(4,190)	(4,348)	(4,272)	(4,220)	(4,385)	(4,279)	(4,205)
TOTAL FUNDING REQUIREMENT	(4,364)	(4,540)	(4,360)	(4,315)	(4,236)	(4,190)	(4,348)	(4,272)	(4,220)	(4,385)	(4,279)	(4,205)

SUPPORT SERVICES

WHAT WE DO

Support Services incorporates the organisation-wide support functions that help us to provide our other activities efficiently and effectively.

WHY WE DO IT

The Support Services activity supports all our activities by providing business, legal and support services and tools.

HOW WE MEASURE THE SUCCESS OF OUR SERVICES

MEASURE	ACHIEVED 2010-11	ACHIEVED 2011-12	ACHIEVED 2012-13	ACHIEVED 2013-14	TARGET 2014-15	TARGET 2015-16 TO 2024-25
Staff turnover (measured by management reports)	11.37%	9.58%	9.42%	8.73%	Less than 12%	Less than 12%
Legal and policy requirements (measured by management reports)	No significant instances of non-compliance	No significant instances of non-compliance	No significant instances of non-compliance	No significant instances of non-compliance	No significant instances of non-compliance	No significant instances of non-compliance
Work-related accidents (measured by management reports)	Four	Four	Four	Two	No more than four resulting in time off work	No more than four resulting in time off work

Note: Survey percentages exclude those who responded 'Don't know'.



MAJOR PROJECTS PLANNED: SUPPORT SERVICES

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST	COST
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital Replacements																				
Civic Administration Building Maintenance			25		30			30				80			100		200			300
Civic Events Centre Maintenance				100		100		130		150		150			210		220		210	
Network Storage, Server Hardware and PC Replacement Programme	450	415	415	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350
System Maintenance	180	180	180	430	180	180	180	180	430	180	180	180	180	180	180	180	180	180	180	180
System Maintenance (Carryover from 2014/15)	80																			
System Upgrades	280	300	300	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250
Telecommunications	60	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
Telecommunications (Carryover from 2014/15)	40																			
The Pavilion Maintenance	75		30	85		15	50	200		40		120	100		140		60		85	
Capital Improvements																				
Administration Leased Accommodation Fitout	260																			
Archives Cool Store (Carryover from 2014/15)	16																			
Civic Events Centre Improvements					200		230					240					225			
Condensing Unit and Dehumidifier for MISA Cool Room	8																			
Digitisation of Fragile At-Risk Archives	25	25	25	25	25	25														
Internet Online Services	175	200	250	240	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200
Mobile Devices	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Other (IT) Projects	325	375	325	325	325	325	325	325	325	325	325	325	325	325	325	325	325	325	325	325
Other (IT) Projects (Carryover from 2014/15)	80																			
The Pavilion Improvements	150			20				100			130			90						65
Operating																				
Neighbourhood Matching Fund	50																			
Social Development Projects	125																			
Monitoring and Evaluation of Outcome Research	50																			

Note: All costs have been shown in today's dollars and haven't been inflated.

PROSPECTIVE INCOME STATEMENT FOR THE YEAR ENDING 30 JUNE: SUPPORT SERVICES

	ACTUAL 2014 \$000	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
REVENUE												
General Rates and Other Rate Charges	90,056	92,874	95,475	99,007	101,878	104,935	108,188	111,542	115,111	118,910	122,952	127,133
User Charges	1,115	1,000	1,057	1,075	1,095	1,117	1,141	1,165	1,190	1,218	1,247	1,277
Operating Subsidies and Grants	-	-	-	-	-	-	-	-	-	-	-	-
Capital Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Upper Hutt CC Operating Subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Development and Financial Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Interest Earned	677	630	850	859	875	893	912	931	951	973	996	1,020
Dividends from LATEs	6	-	-	-	-	-	-	-	-	-	-	-
Gain/(loss) on Disposal of Assets	3	-	-	-	-	-	-	-	-	-	-	-
Vested Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	216	182	202	205	209	214	218	223	227	233	238	244
Total revenue	92,073	94,686	97,584	101,146	104,057	107,159	110,459	113,861	117,479	121,334	125,433	129,674
EXPENDITURE												
Employee Costs	8,984	9,537	9,191	9,347	9,525	9,715	9,919	10,128	10,350	10,589	10,843	11,103
Support Costs/Internal Charges	(16,515)	(17,388)	(15,937)	(15,213)	(15,465)	(15,291)	(15,280)	(15,583)	(15,382)	(15,361)	(15,589)	(15,305)
Operating Costs	3,684	4,023	2,999	2,529	2,774	2,629	2,684	2,950	2,801	2,865	3,158	3,004
Interest Expenditure	588	585	996	1,081	1,057	1,060	1,063	1,098	1,121	1,134	1,097	1,062
Depreciation	1,504	1,864	1,652	1,535	1,610	1,704	1,736	1,802	1,865	1,891	1,983	2,047
Total expenditure	(1,755)	(1,379)	(1,099)	(721)	(499)	(183)	122	395	755	1,118	1,492	1,911
SURPLUS BEFORE TAX (INCL RATES)	93,828	96,065	98,683	101,867	104,556	107,342	110,337	113,466	116,724	120,216	123,941	127,763
MANAGING SERVICES - PROSPECTIVE FUNDING REQUIREMENT												
RATES FUNDING REQUIREMENT												
Surplus/(deficit)	93,828	96,065	98,683	101,867	104,556	107,342	110,337	113,466	116,724	120,216	123,941	127,763
Rate Funded Debt Repayment	3,717	13,687	19,001	7,177	1,686	37	(2,391)	(2,202)	(1,552)	(2,915)	(3,736)	(5,100)
Total rates funding requirement	97,545	109,752	117,684	109,044	106,242	107,379	107,946	111,264	115,172	117,301	120,205	122,663
LOAN FUNDING REQUIREMENT												
Capital Expenditure - to improve level of service	(927)	(1,005)	(1,165)	(951)	(1,026)	(1,327)	(917)	(1,030)	(980)	(1,359)	(1,262)	(1,220)
Capital Expenditure - to replace existing assets	(3,299)	(765)	(1,119)	(692)	(705)	(729)	(896)	(694)	(940)	(812)	(714)	(731)
Less Depreciation	1,504	1,864	1,652	1,535	1,610	1,704	1,736	1,802	1,865	1,891	1,983	2,047
Less Rate Funded Debt Repayment	(3,717)	(13,687)	(19,001)	(7,177)	(1,686)	(37)	2,391	2,202	1,552	2,915	3,736	5,100
Total loan (funding)/repayment	(6,439)	(13,593)	(19,633)	(7,285)	(1,807)	(389)	2,314	2,280	1,497	2,635	3,743	5,196
TOTAL FUNDING REQUIREMENT	91,106	96,159	98,051	101,759	104,435	106,990	110,260	113,544	116,669	119,936	123,948	127,859

FUNDING IMPACT STATEMENT FOR THE YEAR ENDING 30 JUNE: ORGANISATION

	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	(10,414)	(16,023)	(3,903)	1,724	3,616	6,487	6,486	6,117	7,982	9,057	10,729
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	1,000	1,057	1,075	1,095	1,117	1,141	1,165	1,190	1,218	1,247	1,277
Internal charges and overheads recovered	17,388	15,937	15,213	15,465	15,291	15,280	15,583	15,382	15,361	15,589	15,305
Local authorities fuel tax, fines, infringement fees, and other receipts	812	1,052	1,237	1,084	1,107	1,313	1,154	1,178	1,402	1,234	1,264
Total operating funding (A)	8,786	2,023	13,622	19,368	21,131	24,221	24,388	23,867	25,963	27,127	28,575
Applications of operating funding											
Payments to staff and suppliers	14,826	13,473	13,503	13,629	13,700	14,330	14,492	14,596	15,297	15,515	15,657
Finance costs	585	996	1,081	1,057	1,060	1,063	1,098	1,121	1,134	1,097	1,062
Internal charges and overheads applied	5,194	4,903	4,680	4,758	4,704	4,701	4,794	4,733	4,726	4,796	4,709
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	20,605	19,372	19,264	19,444	19,464	20,094	20,384	20,450	21,157	21,408	21,428
Surplus (deficit) of operating funding (A-B)	(11,819)	(17,349)	(5,642)	(76)	1,667	4,127	4,004	3,417	4,806	5,719	7,147
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	13,589	10,266	12,515	2,674	714	(2,343)	(6,339)	(151)	(314)	(3,916)	(5,904)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	13,589	10,266	12,515	2,674	714	(2,343)	(6,339)	(151)	(314)	(3,916)	(5,904)
Application of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve level of service	765	(6,181)	5,603	1,632	1,229	806	(3,290)	2,305	3,259	486	108
- to replace existing assets	1,005	(902)	1,270	966	1,152	978	955	961	1,233	1,317	1,135
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	1,770	(7,083)	6,873	2,598	2,381	1,784	(2,335)	3,266	4,492	1,803	1,243
Surplus (deficit) of capital funding (C-D)	11,819	17,349	5,642	76	(1,667)	(4,127)	(4,004)	(3,417)	(4,806)	(5,719)	(7,147)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-	-

HUTT CITY COUNCIL: FUNDING IMPACT STATEMENT FOR THE YEAR ENDING 30 JUNE (WHOLE OF COUNCIL)

	ESTIMATE 2015 \$000	BUDGET 2016 \$000	FORECAST 2017 \$000	FORECAST 2018 \$000	FORECAST 2019 \$000	FORECAST 2020 \$000	FORECAST 2021 \$000	FORECAST 2022 \$000	FORECAST 2023 \$000	FORECAST 2024 \$000	FORECAST 2025 \$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	62,697	64,042	66,833	68,602	70,621	73,185	74,796	76,003	78,481	81,219	83,876
Targeted rates	30,177	31,432	32,174	33,276	34,314	35,003	36,746	39,108	40,429	41,733	43,257
Subsidies and grants for operating purposes	6,229	6,606	6,637	6,763	7,026	7,173	7,323	7,484	7,656	7,842	8,028
Fees and charges	32,127	33,113	34,522	36,051	36,866	37,814	38,608	39,470	40,392	41,376	42,384
Internal charges and overheads recovered	630	850	859	875	893	912	931	951	973	996	1,020
Local authorities fuel tax, fines, infringement fees, and other receipts	5,742	6,172	6,449	6,395	6,526	6,845	6,804	6,950	7,307	7,279	7,455
Total operating funding (A)	137,602	142,216	147,474	151,962	156,246	160,932	165,208	169,966	175,238	180,445	186,020
Applications of operating funding											
Payments to staff and suppliers	114,111	119,678	111,744	109,201	111,015	113,942	116,559	119,113	122,530	125,753	128,776
Finance costs	5,152	7,810	9,660	9,899	9,494	8,902	9,130	10,017	10,185	9,779	9,332
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	119,263	127,488	121,404	119,100	120,509	122,844	125,689	129,130	132,715	135,532	138,108
Surplus (deficit) of operating funding (A-B)	18,339	14,728	26,070	32,862	35,737	38,088	39,519	40,836	42,523	44,913	47,912
Sources of capital funding											
Subsidies and grants for capital expenditure	4,355	9,609	6,391	5,840	6,171	5,540	12,813	11,439	6,344	5,964	10,074
Development and financial contributions	307	570	641	653	690	705	1,314	1,509	1,545	1,581	1,618
Increase (decrease) in debt	16,906	54,943	11,217	(5,091)	(10,247)	(11,378)	17,110	10,564	(6,852)	(8,673)	(8,217)
Gross proceeds from sale of assets	3,602	4,450	3,865	1,710	529	540	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	25,170	69,572	22,114	3,112	(2,857)	(4,593)	31,237	23,512	1,037	(1,128)	3,475
Application of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve level of service	26,390	65,698	30,037	17,262	12,162	12,712	48,927	41,786	19,331	19,338	25,641
- to replace existing assets	17,119	18,602	18,147	18,712	20,719	20,783	21,829	22,562	24,229	24,447	25,746
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	43,509	84,300	48,184	35,974	32,880	33,495	70,756	64,348	43,560	43,785	51,387
Surplus (deficit) of capital funding (C-D)	(18,339)	(14,728)	(26,070)	(32,862)	(35,737)	(38,088)	(39,519)	(40,836)	(42,523)	(44,913)	(47,912)
Funding balance ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-	-