



Summary of Technical Changes to LTP 2018 - 28

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Introduction

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

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

The amendments reflect Council's identified preferred options of:

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

COUNCIL ACTIVITIES

LEADERSHIP

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



CCOS

Council Controlled Organisations

Changes since the last Long-Term Plan

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

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



What we do and why

We have chosen to deliver some services through Council Controlled Organisations. These services are ones where a more commercial focus is required. An outcome of the CCO review is that Council will focus on improving its relationship with its CCOs.

Where we want to be in the future

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

The Council Controlled Organisations

Westland Holdings Ltd

Westland Holdings Limited (WHL) is the governance link between Council and its trading entities. The company is responsible for ensuring the trading organisations meet their statutory, commercial and public obligations as defined in their Statements of Intent. These are reviewed annually by WHL on behalf of Council, with reference to the objectives determined in the Long-Term Plan, along with each company's individual strategy. The presence of a holding company is intended to facilitate objective governance, whilst enabling the trading organisations to operate on commercial principles. The Board currently has two directors appointed by Council.

Westroads Ltd

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

Destination Westland

From 30 June 2018, the merger of Council's current CCOs of Hokitika Airport Limited and Westland District Property Limited will take effect. The new merged CCO will be known as Destination Westland and will have a commercial focus, continuing to manage the portfolios that were previously under Hokitika Airport Limited and Westland District Property Limited. Destination

Westland will operate the Hokitika Airport which is the principal airport on the West Coast. Air New Zealand is the main carrier into the airport on a twice-daily basis from Christchurch. This acts as a gateway for tourists arriving to the West Coast and also as a hub for short-term business travellers from Christchurch. Destination Westland will also operate the heliport in Franz Josef.

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

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

Westland Wilderness Trust and Tourism West Coast

Both the Westland Wilderness Trust and Tourism West Coast are not classified as a CCO for reporting purposes due to their size. As such they are outside the scope of a Council plan. Nevertheless some financial contribution is made by Council and these entities have a valued interface with the Council vision. Westland Wilderness Trust has been the governance body for the construction and management of the West Coast Wilderness Trail. Tourism West Coast promotes the region as a tourist destination and provides regular reports to Council on trends and events in a sector that is viewed as vital to the West Coast's economic health. Council appoints one of five representatives to this organisation. At the time of writing, a proposal has been put forward to bring Tourism West Coast under the umbrella of Development West Coast. Westland District Council has opposed this move.

West Coast Rural Fire Authority

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

The benefits

Westland Holdings

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

Westroads Limited

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

Destination Westland

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

Other Council organisations

West Coast Wilderness Trust

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

Tourism West Coast

Businesses in the tourism sector directly benefit from the marketing and promotional activities of this organisation. Benefit also accrues to residents as growth in this area provides employment opportunities and enhanced infrastructure. Effects of this activity There are no significant negative effects.

Key issues

- Council's reliance on an annual dividend from Westland Holdings Limited. This is currently used to offset rates.
- Changes in the external environment that may affect the CCOs' viability or ability to perform, such as if Air New Zealand withdrew its services from the Hokitika Airport Limited.

Target performance of the CCOs

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

| | | |
|---|----------------------------|----------------------------|
| Target: tenant satisfaction with the provision of the company's aged care rental housing greater than/ or equal to 90%. | Zero | Zero |
| g. Time loss through injury Target: loss time injuries will be 0. | Nil | Nil |
| h. Annual CAA audit and findings Target: nil findings | within 5% of previous year | within 5% of previous year |
| i. Aircraft movement statistics Target: within 5% of previous year Note: (2016/2017) = 3,929. | within 5% of previous year | within 5% of previous year |
| j. Passenger numbers through terminal. Target: within 5% of previous year (2016/2017) 39,806 Pax | | |

Financial information

Council financial contributions to Hokitika Swimming Pool are contained in the budget for the respective activity. The CCOs are expected to be self-funding and provide a return to Council. This income is included in the Corporate Services budget.

Prospective Leadership statement of service performance

For the years ended 30 June 2019 – 2028

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

Prospective Leadership Funding Impact Statement

For the years ended 30 June 2019 – 2028

| | Annual plan 30 June 2018 | 30 June 2019 | 30 June 2020 | 30 June 2021 | 30 June 2022 | 30 June 2023 | 30 June 2024 | 30 June 2025 | 30 June 2026 | 30 June 2027 | 30 June 2028 |
|--|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Sources of Operating Funding | | | | | | | | | | | |
| General rates, UGAC, rates penalties | 1,073,022 | 956,433 | 1,112,575 | 1,040,865 | 1,017,332 | 1,133,532 | 1,172,455 | 1,208,943 | 1,262,014 | 1,235,691 | 1,197,515 |
| Targeted Rates | - | - | - | - | - | - | - | - | - | - | - |
| Grants, subsidies and donations | - | - | - | - | - | - | - | - | - | - | - |
| Fees and charges | 548,500 | 69,840 | 76,516 | 73,007 | 74,588 | 81,553 | 77,688 | 79,225 | 86,542 | 82,246 | 83,755 |
| Internal charges and overheads recovered | - | 3,543,030 | 3,720,052 | 3,887,802 | 3,818,984 | 3,854,857 | 4,022 | 3,980,128 | 4,036,566 | 4,257,759 | 4,173,630 |
| Local authorities fuel tax, fines, infringement fees, and other receipts | - | 752,800 | 668,515 | 682,133 | 695,726 | 708,271 | 733,027 | 767,383 | 784,736 | 802,506 | 822,218 |
| Total operating funding | 1,621,522 | 5,322,104 | 5,577,658 | 5,683,809 | 5,606,630 | 5,778,213 | 6,005,990 | 6,035,680 | 6,169,858 | 6,378,202 | 6,277,119 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to staff and suppliers | 1,094,528 | 3,006,438 | 3,150,479 | 3,116,459 | 3,180,588 | 3,302,393 | 3,300,739 | 3,397,775 | 3,527,376 | 3,519,924 | 3,586,907 |
| Finance Costs | 525,620 | 556,831 | 479,020 | 423,467 | 397,556 | 446,659 | 484,664 | 527,279 | 514,885 | 502,491 | 490,096 |
| Internal charges and overheads applied | - | 1,754,380 | 1,849,712 | 1,973,754 | 1,832,141 | 1,854,457 | 2,057,894 | 1,932,410 | 1,962,097 | 2,195,802 | 2,033,394 |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding | 1,620,148 | 5,317,649 | 5,479,211 | 5,513,671 | 5,410,285 | 5,603,509 | 5,843,297 | 5,857,464 | 6,004,358 | 6,218,217 | 6,110,398 |
| Surplus/(deficit) of operating funding | 1,374 | 4,455 | 98,447 | 170,138 | 196,345 | 174,703 | 162,694 | 178,216 | 165,499 | 159,984 | 166,721 |
| Sources of Capital Funding | | | | | | | | | | | |
| Grants, subsidies and donations | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | - | - | - | - | - | - | - | - | - | - |
| Increase/(decrease) in debt | - | (17,250) | (17,250) | (17,250) | (17,250) | (7500) | (7500) | (7500) | (7500) | (7500) | (7500) |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total Sources of Capital Funding | - | (17,250) | (17,250) | (17,250) | (17,250) | (7500) | (7500) | (7500) | (7500) | (7500) | (7500) |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure - to meet additional demand | - | - | - | - | - | - | - | - | - | - | - |
| Capital Expenditure - to improve Level of service | - | 45,000 | - | - | - | - | - | - | - | - | - |
| Capital Expenditure - to replace existing assets | - | 196,500 | 223,380 | 45,804 | 206,028 | 63,956 | 48,708 | 49,720 | 68,086 | 210,862 | 52,976 |
| Increase/(decrease) in reserves | 1,374 | (254,295) | (142,183) | 107,084 | (26,933) | 103,248 | 106,486 | 120,997 | 89,913 | (58,377) | 106,245 |
| Increase/(decrease) of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding | 1,374 | (12,795) | 81,197 | 152,888 | 179,095 | 167,204 | 155,194 | 170,717 | 157,999 | 152,485 | 159,221 |
| Surplus/(deficit) of capital funding | (1,374) | (4,455) | (98,447) | (170,138) | (196,345) | (174,704) | (162,694) | (178,217) | (165,499) | (159,985) | (166,721) |

Funding balance

| | | | | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | - | - | - | - | - | - | - | - | - | - | - |
| *Depreciation not included in above table | 131,688 | 290,922 | 310,203 | 326,529 | 333,431 | 308,795 | 272,869 | 277,995 | 263,024 | 249,728 | 253,173 |

LEISURE SERVICES AND FACILITIES

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



Hokitika Museum

What we do and why

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

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

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

The Hokitika Museum also manages the Carnegie Gallery which is an important space for local artists to exhibit their work and for the museum to house touring shows or temporary exhibitions produced in-house. The Carnegie Gallery is undergoing earthquake strengthening and exhibitions are temporarily on hold.

The assets

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

Effects of this activity

There are no significant effects from this activity.

The situation in 2018

In September 2016, an initial engineering report determined that the Carnegie Building was earthquake prone and in need of major seismic strengthening for it to be safe for full-time occupation as a museum and to host museum staff and visitors. The building was closed and collections were put into storage. A subsequent peer review of this engineering report revealed that the building was above the 34% National Building Standards (NBS) rating and therefore occupation was acceptable, although lower than the recommended 67% for public buildings.

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

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

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

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

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

The management of the Museum was transferred to Destination Westland.

Key issues

- Seismic strengthening required to make the Carnegie Building safer for full-time occupation.
- The 1970s buildings which house the collection store and display areas are becoming unfit for purpose due to being low lying and well below the required seismic rating of 67%.
- Discussions and consultation regarding long-term future and concepts of entire Museum complex which could involve major redevelopment with an opportunity to include a Pounamu Centre.
- Fluctuating temperature and relative humidity can cause long-term damage to Museum collections, as can the lack of appropriate shelving and boxing.
- Lack of adequate storage facilities for the collection items.
- Collection items become inaccessible due to obsolete storage medium, e.g. material stored on diskettes, VHS video tapes, etc.
- Increased visitor expectations to be able to access the collection electronically.
- Limited public access to the collection due to a large proportion (approximately 85%) of the collection not being adequately catalogued.
- Digitising museum collections can involve issues of tikanga and tapu so ongoing discussion and learning from mana whenua is important.

Where we want to be in the future

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

In order to ensure that our collection items do not become inaccessible due to obsolete storage mediums, priority is given to developing a digital storage migration plan and ensuring that adequate resources are allocated to it.

As part of the long-term museum development plans, research facilities at the Museum will be upgraded to improve public access and reduce the amount of staff assistance required. A dedicated space for parties wanting to access museum material and/or undertake research will be set-up and fit-for-purpose shelving installed. These developments will enable researchers to work more independently, thereby freeing up existing museum staff from having to provide continual assistance to researchers. Research facilities are an important source of income for the Museum.

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

Key Capital Projects

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

How we want to perform

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

Financial Information

| | |
|------------------------------|----------------|
| Operating Expenditure | 259,300 |
| Other Expenditure | 7,458 |
| Paid for from | |
| General Rates | 266,758 |
| Targeted Rates | - |
| Other Revenue | - |

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



The rationale for financing this activity

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

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

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



Westland District Library

What we do and why

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

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

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

Free access to the internet is available using one of the five Aotearoa People's Network Kahaora (APNK) computers or via the 24/7 WiFi network using your own device.

EBooks and eAudiobooks can be downloaded free of charge using OverDrive, a library consortium. The library is currently in discussion with Marlborough and Tasman Districts to provide Borrow Box, an online eBook and eAudiobook database that offers New Zealand and Australian content. Borrow Box will supplement content available through OverDrive. As part of a West Coast library collaboration, library users will have access to PressReader from 1 April 2018. PressReader is a newspaper and magazine database offering over 7000 publications in 60 languages from 120 countries. This database will be available in the Library and to remote library members throughout the District.

An upgrade to the Aotearoa Public Network Kaharoa (APNK) public library computer service is scheduled for June 2018. Six Chromebooks will replace the current PCs, colour printing will be available and an automated booking system will be introduced.

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

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

Library services contribute to the District's social, cultural and intellectual well-being by providing access to reading material, databases and internet services. The community benefits from higher knowledge and improved literacy outcomes.

There has been a steady increase in active members (used the library in last two years) since 2005. At present 46% of the Westland population are library members.

The assets

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

The physical book collections are depreciated over eight years; furniture over 10 years and computer equipment and library management software between three to 10 years.

Effects of this activity

There are no significant effects from this activity.

The situation in 2018

Council operates Westland District Library from a leased building at 20 Sewell St, Hokitika. Library membership is 46% of the Westland population. The network of nine voluntary-run community libraries enhances the library services offered by the Westland District Library. Each community library is supported by an annual Council grant.

Visitor numbers were 69,197 in 2016/17, a 7% decrease from 74,555 in 2015/16.

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

Key issues

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

Where we want to be in the future

To benefit West Coast communities, more shared library services will be investigated. At present there is a reasonable level of collaboration with the two other West Coast libraries. Collaborative projects include

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

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

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

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

The Council is a partner agency involved in growing the digital economy on the West Coast, as identified in the Tai Poutini West Coast Economic Development Action Plan 2017.

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

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

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

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

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

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

Key Capital Projects

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

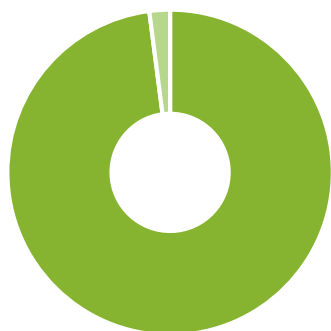
How we want to perform

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

Financial Information

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

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



The rationale for financing this activity

Public benefits

The benefit of the library service to the District is providing resources to meet the community's evolving knowledge, information and recreational needs. The Library is a community hub for people to relax, interact and be inspired.

Private benefits

Fees paid by actual users.

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

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

Prospective Leisure Facilities statement of service performance

For the years ended 30 June 2019 – 2028

| | 30 June 2019 | 30 June 2020 | 30 June 2021 | 30 June 2022 | 30 June 2023 | 30 June 2024 | 30 June 2025 | 30 June 2026 | 30 June 2027 | 30 June 2028 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | | | | | | | |
| Rates | 2,457,214 | 2,478,734 | 2,658,904 | 2,829,304 | 2,945,422 | 3,073,336 | 3,186,942 | 3,242,224 | 3,304,214 | 3,339,361 |
| Grants, subsidies and donations | 6,000 | 6,120 | 6,249 | 6,380 | 6,520 | 6,670 | 6,823 | 6,987 | 7,155 | 7,341 |
| Fees and charges | 56,827 | 57,964 | 59,181 | 60,424 | 61,753 | 63,173 | 64,626 | 66,177 | 67,765 | 69,527 |
| Commissions | - | - | - | - | - | - | - | - | - | - |
| Recoveries | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads recovered | 183,453 | 183,979 | 184,628 | 189,903 | 190,722 | 191,680 | 197,949 | 199,106 | 194,299 | 193,501 |
| Rentals | - | - | - | - | - | - | - | - | - | - |
| Miscellaneous revenue | 169,656 | 173,049 | 176,683 | 180,393 | 184,362 | 188,602 | 192,940 | 197,571 | 202,313 | 207,573 |
| Total revenue | 2,873,150 | 2,899,845 | 3,085,644 | 3,266,403 | 3,388,779 | 3,523,461 | 3,649,281 | 3,712,065 | 3,775,747 | 3,817,303 |
| Expenditure | | | | | | | | | | |
| Parks and reserves | 368,507 | 376,306 | 387,780 | 394,308 | 401,407 | 410,881 | 418,438 | 426,900 | 438,453 | 445,929 |
| Cemeteries | 181,830 | 186,003 | 193,652 | 195,707 | 198,783 | 203,850 | 206,190 | 209,944 | 216,658 | 218,027 |
| Library | 635,328 | 631,392 | 561,309 | 564,483 | 572,552 | 578,178 | 574,194 | 590,346 | 600,035 | 599,672 |
| Museum | 266,758 | 271,929 | 492,456 | 500,623 | 510,347 | 522,825 | 532,030 | 543,456 | 556,564 | 564,907 |
| i-Site | 186,973 | 188,581 | 189,331 | 188,405 | 186,156 | 184,749 | 185,184 | 184,599 | 184,603 | 185,315 |
| Events | 47,328 | 47,414 | 48,325 | 48,300 | 48,085 | 47,754 | 47,580 | 47,397 | 46,835 | 46,109 |
| Cycle trail | 186,570 | 194,377 | 196,015 | 196,179 | 204,051 | 203,374 | 202,273 | 210,733 | 210,731 | 211,155 |
| Swimming pools | 328,694 | 332,971 | 338,511 | 343,814 | 354,248 | 360,375 | 366,596 | 378,750 | 385,971 | 392,819 |
| Public toilets | 282,638 | 284,618 | 292,058 | 298,277 | 303,332 | 310,222 | 317,430 | 323,468 | 331,697 | 339,624 |
| Elderly housing | 69,962 | 69,962 | 69,962 | 74,440 | 74,440 | 74,440 | 79,576 | 79,576 | 79,576 | 85,544 |
| Land and Buildings | 390,384 | 394,868 | 390,636 | 479,046 | 481,550 | 488,656 | 501,209 | 507,012 | 512,474 | 520,238 |
| Total expenditure | 2,944,973 | 2,978,421 | 3,160,033 | 3,283,581 | 3,334,950 | 3,385,303 | 3,430,699 | 3,502,181 | 3,563,598 | 3,609,339 |
| Surplus/(Deficit) | (71,823) | (78,575) | (74,389) | (17,178) | 53,829 | 138,158 | 218,582 | 209,885 | 212,149 | 207,964 |
| Capital Expenditure | | | | | | | | | | |
| Reserves - Cass Square - Demolish Grandstand | 15,000 | - | - | - | - | - | - | - | - | - |
| Reserves - Cass Square - Building improvements Pavilion | 20,000 | - | - | - | - | - | - | - | - | - |
| Reserves - Cass Square - Turf improvements | - | - | 15,615 | - | - | 16,605 | - | - | 17,670 | - |
| Reserves - Cass Square - Rubber matting | 20,000 | 20,400 | 20,820 | 21,240 | - | - | - | - | - | - |
| Reserves - Cass Square - Playground equipment upgrade | - | - | - | - | 216,800 | - | - | - | - | - |

| | | | | | | | | | | |
|--|--------|---------|-----------|-----------|-----------|-----------|--------|--------|--------|--------|
| Reserves - Cass Square - New toilets South East Cnr | - | 76,500 | - | - | - | - | - | - | - | - |
| Reserves - Lazar Park - Woodchip replacement | - | - | - | - | - | - | - | - | - | - |
| Reserves - Haast | 10,000 | - | - | - | - | - | - | - | - | - |
| Reserves - Hokitika dog park | - | 10,200 | - | - | - | - | - | - | - | - |
| Reserves - Waterfront development | 50,000 | 102,000 | - | - | - | - | - | - | - | - |
| Cemetery - Hokitika Tractor Shed | - | - | 62,460 | - | - | - | - | - | - | - |
| Cemetery - Hokitika Improvements Ashes Berm | - | 10,200 | - | 10,620 | - | 11,070 | - | 11,540 | - | 12,040 |
| Cemetery - Hokitika Improvements reseal roads | - | - | 26,025 | - | - | - | - | - | - | - |
| Cemetery - Ross Berm development | - | 10,200 | - | - | - | - | - | - | - | - |
| West Coast Wilderness Trail - Enhancment | 70,000 | - | - | - | 75,880 | - | - | - | - | - |
| Buildings - Greypower windows | 8,000 | - | - | - | - | - | - | - | - | - |
| Buildings - Band rooms | - | 10,200 | - | 31,860 | - | - | - | - | - | - |
| Buildings - Hari Hari house | - | 15,300 | - | - | - | - | - | - | - | - |
| Buildings - Fox house | - | - | 26,025 | - | - | - | - | - | - | - |
| Buildings - Pakiwaitara | - | - | 1,200,000 | - | - | - | - | - | - | - |
| Elderly Housing - Roof repairs | - | - | - | - | - | - | - | - | - | - |
| Elderly Housing - Glazing and insulation | 20,000 | 20,400 | 20,820 | 21,240 | - | - | - | - | - | - |
| Swimming Pool Hokitika - New spa pool | - | 25,500 | - | - | - | - | - | - | - | - |
| Swimming Pool Hokitika - Ventilation/Extraction in pool area | - | 20,400 | - | - | - | - | - | - | - | - |
| Swimming Pool Ross - EQ strengthening | 10,000 | - | - | - | - | - | - | - | - | - |
| Swimming Pool Ross - Electric heat pump system | - | 61,200 | - | - | - | - | - | - | - | - |
| Museum - Feasibility studies/ new museum | - | - | - | 1,593,000 | 1,626,000 | 1,660,500 | - | - | - | - |
| Museum - Archival Scanner | - | 7,140 | - | - | - | - | - | - | - | - |
| Museum - Photobooth | 2,400 | - | - | - | - | - | - | - | - | - |
| i-Site - Booking Computers | 7,500 | - | - | - | - | - | - | - | - | - |
| i-Site - Interactive mapping | 11,780 | - | - | - | - | - | - | - | - | - |
| i-Site - Self service computers | 4,900 | - | - | - | - | - | - | - | - | - |
| i-Site - Website development | 10,000 | 1,020 | 1,041 | 1,062 | 1,084 | 1,107 | 1,130 | 1,154 | 1,178 | 1,204 |
| i-Site - Replacements of equipment | 3,000 | 3,060 | 3,123 | 3,186 | 3,252 | 3,321 | 3,390 | 3,462 | 3,534 | 3,612 |
| Library - Refit for tech | - | - | - | - | - | - | - | - | - | - |
| Library - Building maintenance | - | - | - | - | - | - | - | - | - | - |
| Library - Electrical upgrade | 29,300 | - | - | - | - | - | - | - | - | - |
| Library - Audio/Visual Resource | 4,324 | 4,410 | 4,501 | 4,592 | 4,687 | 4,787 | 4,886 | 4,990 | 5,094 | 5,206 |
| Library - Free Adult Books | 14,053 | 14,334 | 14,629 | 14,924 | 15,233 | 15,557 | 15,880 | 16,217 | 16,554 | 16,920 |

| | | | | | | | | | | |
|----------------------------------|----------------|----------------|------------------|------------------|------------------|------------------|---------------|---------------|---------------|---------------|
| Library - Adult Non Fiction | 18,918 | 19,296 | 19,694 | 20,091 | 20,507 | 20,942 | 21,377 | 21,831 | 22,285 | 22,777 |
| Library - Junior Publications | 12,432 | 12,681 | 12,942 | 13,203 | 13,476 | 13,762 | 14,048 | 14,347 | 14,645 | 14,968 |
| Library - Large Print Books | 6,486 | 6,616 | 6,752 | 6,888 | 7,031 | 7,180 | 7,329 | 7,485 | 7,641 | 7,809 |
| Total capital expenditure | 348,093 | 451,057 | 1,434,447 | 1,741,906 | 1,983,951 | 1,754,831 | 68,041 | 81,026 | 88,601 | 84,536 |

| | | | | | | | | | | | |
|---|--------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Total application of capital funding | 1,000,857 | 425,291 | 482,969 | 1,913,247 | 2,027,489 | 2,061,554 | 2,088,448 | 428,500 | 440,766 | 432,168 | 428,400 |
| Surplus/(deficit) of capital funding | (1,000,857) | (373,455) | (374,033) | (382,923) | (477,445) | (556,258) | (627,952) | (709,483) | (732,718) | (721,887) | (715,635) |
| Funding balance | - | - | - | - | - | - | - | - | - | - | - |
| *Depreciation not included in above table | 832,502 | 441,652 | 451,786 | 459,407 | 474,127 | 484,768 | 475,804 | 474,475 | 497,113 | 493,503 | 497,054 |

FINANCIAL STATEMENTS

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

Comprehensive Funding Impact Statement

Prospective Funding Impact Statement

For the years ended 30 June 2019 – 2028

| | Annual plan 30 June 2018 | 30 June 2019 | 30 June 2020 | 30 June 2021 | 30 June 2022 | 30 June 2023 | 30 June 2024 | 30 June 2025 | 30 June 2026 | 30 June 2027 | 30 June 2028 |
|--|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| OPERATING FUNDING | | | | | | | | | | | |
| Sources of operating funding | | | | | | | | | | | |
| General rates, UAGC, rates penalties | 7,006,077 | 6,925,827 | 7,261,393 | 7,694,249 | 7,931,012 | 8,084,961 | 8,267,256 | 8,313,969 | 8,544,522 | 8,648,197 | 8,639,650 |
| Targeted Rates | 8,198,621 | 8,780,280 | 9,029,836 | 8,854,122 | 8,678,633 | 9,016,340 | 9,272,242 | 9,428,385 | 9,600,751 | 9,760,937 | 9,824,379 |
| Grants, subsidies and donations | 2,235,269 | 1,942,569 | 1,994,656 | 2,171,214 | 2,145,078 | 2,200,067 | 2,255,391 | 2,317,316 | 2,384,259 | 2,456,554 | 2,534,741 |
| Fees and charges | 2,409,414 | 1,840,137 | 1,885,101 | 1,929,434 | 1,970,489 | 2,018,822 | 2,059,212 | 2,107,106 | 2,162,943 | 2,209,527 | 2,265,399 |
| Internal charges and overheads recovered | 622,314 | 698,515 | 619,478 | 631,219 | 643,150 | 655,908 | 669,537 | 683,412 | 698,815 | 715,561 | 734,139 |
| Local authorities fuel tax, fines, infringement fees, and other receipts | 4,673,019 | 510,157 | 513,396 | 427,362 | 435,117 | 441,094 | 460,825 | 488,183 | 498,193 | 508,591 | 520,024 |
| Total operating funding | 25,144,714 | 20,697,485 | 21,303,860 | 21,707,601 | 21,803,479 | 22,417,192 | 22,984,463 | 23,338,371 | 23,889,483 | 24,299,367 | 24,518,332 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | 18,684,923 | 15,083,378 | 15,117,403 | 15,559,310 | 15,754,574 | 16,012,476 | 16,440,456 | 16,665,601 | 17,085,163 | 17,545,475 | 17,786,421 |
| Finance Costs | 777,592 | 756,669 | 797,398 | 831,090 | 921,114 | 1,021,797 | 1,072,680 | 1,089,827 | 1,040,644 | 992,769 | 945,002 |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding | 19,462,515 | 15,840,047 | 15,914,801 | 16,390,400 | 16,675,688 | 17,034,273 | 17,513,136 | 17,755,428 | 18,125,807 | 18,538,244 | 18,731,423 |
| Surplus/(deficit) of operating funding | 5,682,199 | 4,857,437 | 5,389,059 | 5,317,201 | 5,127,791 | 5,382,919 | 5,471,327 | 5,582,943 | 5,763,676 | 5,761,123 | 5,786,909 |
| CAPITAL FUNDING | | | | | | | | | | | |
| Sources of capital funding | | | | | | | | | | | |
| Grants, subsidies and donations | 2,391,040 | 3,753,695 | 1,798,153 | 1,840,984 | 1,959,167 | 2,003,234 | 2,047,302 | 2,093,205 | 2,140,945 | 2,190,521 | 2,241,933 |
| Development and financial contributions | 93,795 | 93,336 | 94,936 | 96,650 | 98,399 | 100,271 | 102,270 | 104,316 | 93,347 | 95,583 | 98,063 |
| Increase /(decrease) in debt | 2,760,196 | 1,044,324 | 863,899 | 2,462,148 | 2,544,706 | 1,215,454 | 385,811 | (1,358,013) | (1,358,327) | (1,358,644) | (1,358,963) |

Prospective Statement of Financial Performance

For the years ended 30 June 2019 – 2028

| | Annual plan 30 June 2018 | 30 June 2019 | 30 June 2020 | 30 June 2021 | 30 June 2022 | 30 June 2023 | 30 June 2024 | 30 June 2025 | 30 June 2026 | 30 June 2027 | 30 June 2028 |
|-------------------------------|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| OPERATING INCOME | | | | | | | | | | | |
| Rates | 15,036,433 | 15,543,106 | 16,124,969 | 16,378,619 | 16,436,328 | 16,924,172 | 17,358,293 | 17,556,983 | 17,955,452 | 18,214,759 | 18,264,599 |
| Rates penalties | 168,264 | 163,000 | 166,260 | 169,751 | 173,316 | 177,129 | 181,203 | 185,371 | 189,820 | 194,375 | 199,429 |
| Finance income | 622,314 | 698,515 | 619,478 | 631,219 | 643,150 | 655,908 | 669,537 | 683,412 | 698,815 | 715,561 | 734,139 |
| Fees and charges | 2,409,414 | 1,840,137 | 1,885,101 | 1,929,434 | 1,970,489 | 2,018,822 | 2,059,212 | 2,107,106 | 2,162,943 | 2,209,527 | 2,265,399 |
| Recoveries | 140,682 | 181,897 | 185,816 | 189,810 | 193,843 | 198,012 | 202,370 | 206,775 | 211,383 | 215,991 | 220,857 |
| Commissions | 62,154 | 1,800 | 1,838 | 1,876 | 1,916 | 1,958 | 2,003 | 2,049 | 2,098 | 2,149 | 2,202 |
| NZTA subsidy | 4,13,630 | 3,660,000 | 3,740,520 | 3,822,811 | 3,910,736 | 4,004,594 | 4,100,704 | 4,203,222 | 4,312,505 | 4,428,943 | 4,552,953 |
| Petrol tax | 120,000 | 130,000 | 132,860 | 135,783 | 138,906 | 142,240 | 145,653 | 149,295 | 153,176 | 157,312 | 161,717 |
| Grants and subsidies | 512,679 | 2,036,264 | 52,289 | 53,387 | 54,508 | 55,708 | 56,989 | 58,300 | 59,699 | 61,132 | 62,721 |
| Rentals | 29,750 | 161,849 | 157,545 | 160,433 | 163,070 | 163,896 | 176,132 | 197,679 | 201,360 | 205,129 | 209,309 |
| Contributions | 93,795 | 93,336 | 94,936 | 96,650 | 98,399 | 100,271 | 102,270 | 104,316 | 93,347 | 95,583 | 98,063 |
| Forestry harvest | - | - | - | - | - | - | - | - | - | - | - |
| Assets vested in Council | - | - | - | - | - | - | - | - | - | - | - |
| Profit on sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Share revaluation | - | - | - | - | - | - | - | - | - | - | - |
| Revaluation gains | 175,517 | - | - | - | - | - | - | - | - | - | - |
| Miscellaneous income | 278,016 | 34,611 | 35,337 | 75,568 | 76,334 | 78,780 | 79,294 | 81,844 | 83,465 | 85,124 | 86,875 |
| Internal charges | - | - | - | - | - | - | - | - | - | - | - |
| Total Operating income | 23,668,853 | 24,544,516 | 23,196,948 | 23,645,343 | 23,860,996 | 24,521,489 | 25,133,660 | 25,536,351 | 26,124,063 | 26,585,585 | 26,858,265 |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Leadership | 1,231,099 | 1,992,543 | 1,996,255 | 1,942,570 | 1,911,313 | 2,048,450 | 2,092,472 | 2,151,715 | 2,231,269 | 2,222,671 | 2,205,278 |
| Transportation | 5,845,505 | 5,818,240 | 6,035,219 | 6,130,831 | 6,192,307 | 6,447,904 | 6,532,214 | 6,602,144 | 6,898,368 | 7,005,862 | 7,081,123 |
| Water Supply | 3,066,326 | 3,123,647 | 3,207,115 | 3,258,772 | 3,277,474 | 3,409,599 | 3,490,362 | 3,507,776 | 3,611,145 | 3,682,598 | 3,687,152 |
| Wastewater | 1,123,632 | 1,575,622 | 1,656,485 | 1,744,936 | 1,854,869 | 1,889,076 | 1,897,355 | 1,898,980 | 1,892,488 | 1,906,466 | 1,905,917 |
| Stormwater | 494,236 | 562,254 | 666,434 | 760,948 | 806,477 | 841,061 | 842,123 | 837,525 | 862,362 | 866,701 | 859,613 |

| | | | | | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Solid Waste | 2,217,036 | 2,315,658 | 2,373,252 | 2,444,188 | 2,482,587 | 2,527,486 | 2,580,350 | 2,623,267 | 2,678,082 | 2,741,817 | 2,781,198 |
| Community Services | 1,217,687 | 1,353,441 | 1,173,209 | 1,211,835 | 1,220,398 | 1,237,859 | 1,261,996 | 1,278,891 | 1,301,802 | 1,330,173 | 1,355,792 |
| Leisure Services & Facilities | 3,758,818 | 2,761,520 | 2,794,442 | 2,952,505 | 3,040,621 | 3,091,935 | 3,138,684 | 3,180,087 | 3,250,688 | 3,312,346 | 3,360,762 |
| Planning & Regulatory | 2,179,881 | 2,265,931 | 2,362,157 | 2,417,692 | 2,471,193 | 2,422,896 | 2,507,634 | 2,511,014 | 2,578,735 | 2,625,546 | 2,664,401 |
| Bad debts | - | - | - | - | - | - | - | - | - | - | - |
| Loss on sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Revaluation losses | - | - | - | - | - | - | - | - | - | - | - |
| Total operating expenditure | 25,270,432 | 21,768,855 | 22,264,568 | 22,864,277 | 23,257,239 | 23,916,266 | 24,343,191 | 24,591,398 | 25,304,940 | 25,694,179 | 25,901,235 |
| Surplus/(deficit) before tax | 2,534,633 | 2,775,661 | 932,380 | 781,066 | 603,758 | 605,223 | 790,470 | 944,953 | 819,123 | 891,407 | 957,029 |
| Taxation expenses/(benefit) | - | - | - | - | - | - | - | - | - | - | - |
| Surplus/(deficit) after tax | 2,534,633 | 2,775,661 | 932,380 | 781,066 | 603,758 | 605,223 | 790,470 | 944,953 | 819,123 | 891,407 | 957,029 |
| Note: Total expenditure includes: | | | | | | | | | | | |
| Depreciation | 5,807,916 | 5,928,807 | 6,349,768 | 6,473,558 | 6,581,400 | 6,881,227 | 6,830,168 | 6,835,728 | 7,178,703 | 7,157,987 | 7,170,673 |
| Finance expenditure | 777,592 | 756,669 | 797,398 | 831,090 | 921,314 | 1,021,772 | 1,072,940 | 1,090,027 | 1,041,204 | 993,019 | 945,972 |

Comprehensive Revenue

For the years ended 30 June 2019 – 2028

| | Annual plan 30 June 2018 | 30 June 2019 | 30 June 2020 | 30 June 2021 | 30 June 2022 | 30 June 2023 | 30 June 2024 | 30 June 2025 | 30 June 2026 | 30 June 2027 | 30 June 2028 |
|--|--------------------------------|-------------------|-----------------|------------------|-------------------|-----------------|------------------|-------------------|-----------------|------------------|-------------------|
| Surplus/(deficit) after tax | 2,534,634 | 2,775,661 | 932,380 | 781,066 | 603,758 | 605,223 | 790,470 | 944,953 | 819,123 | 891,407 | 957,029 |
| Increase/(decrease) in restricted reserves | - | - | - | - | - | - | - | - | - | - | - |
| Increase/(decrease) in revaluation reserves | 16,976,700 | 17,700,410 | - | 2,717,063 | 22,601,877 | - | 3,215,272 | 24,815,511 | - | 3,596,330 | 27,943,740 |
| Financial assets at fair value through other comprehensive revenue | - | - | - | - | - | - | - | - | - | - | - |
| Total other comprehensive revenue | 16,976,700 | 17,700,410 | | 2,717,063 | 22,601,877 | - | 3,215,272 | 24,815,511 | - | 3,596,330 | 27,943,740 |
| Total comprehensive revenue | 19,511,334 | 20,476,071 | 932,380 | 3,498,338 | 23,205,634 | 605,223 | 4,005,741 | 25,760,464 | 819,123 | 4,487,737 | 28,900,770 |

Prospective Statement of Changes in Net Assets/Equity

For the years ended 30 June 2019 – 2028

| | Annual plan 30 June 2018 | 30 June 2019 | 30 June 2020 | 30 June 2021 | 30 June 2022 | 30 June 2023 | 30 June 2024 | 30 June 2025 | 30 June 2026 | 30 June 2027 | 30 June 2028 |
|---|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Equity at start of year | 425,746,369 | 430,607,727 | 451,083,798 | 452,016,178 | 455,514,515 | 478,720,000 | 479,326,000 | 483,332,000 | 509,092,000 | 509,912,000 | 514,399,000 |
| Total comprehensive revenue | 19,511,334 | 20,476,071 | 932,380 | 3,498,338 | 23,206,000 | 605,000 | 4,006,000 | 25,761,000 | 820,000 | 4,487,000 | 28,901,000 |
| Equity at end of year | 445,258,703 | 451,083,798 | 452,016,178 | 455,514,515 | 478,720,000 | 479,326,000 | 483,332,000 | 509,092,000 | 509,912,000 | 514,399,000 | 543,300,000 |
| Components of Equity | | | | | | | | | | | |
| Retained earnings at start of year | 153,029,000 | 149,636,527 | 151,581,474 | 151,411,845 | 149,411,370 | 147,519,000 | 145,871,000 | 144,761,000 | 143,191,000 | 141,657,000 | 140,007,000 |
| Surplus/(deficit) after tax | 2,534,634 | 2,775,661 | 932,380 | 781,274 | 604,000 | 605,000 | 791,000 | 945,000 | 820,000 | 891,000 | 957,000 |
| Transfers (to)/from restricted/Council created reserves | (3,876,665) | (830,714) | (1,102,009) | (2,781,749) | -2,496,000 | -2,254,000 | -1,900,000 | -2,516,000 | -2,353,000 | -2,541,000 | -2,664,000 |
| Retained earnings at end of year | 151,686,969 | 151,581,474 | 151,411,845 | 149,411,370 | 147,519,000 | 145,871,000 | 144,761,000 | 143,191,000 | 141,657,000 | 140,007,000 | 138,299,000 |
| Revaluation reserves at start of year | 267,817,440 | 274,390,750 | 292,091,160 | 292,091,160 | 294,808,223 | 317,410,100 | 317,410,100 | 320,625,372 | 345,440,883 | 345,440,883 | 349,037,213 |
| Revaluation gains | 16,976,700 | 17,700,410 | - | 2,717,063 | 22,601,877 | - | 3,215,272 | 24,815,511 | - | 3,596,330 | 27,943,740 |
| Revaluation reserves at end of year | 284,794,140 | 292,091,160 | 292,091,160 | 294,808,223 | 317,410,100 | 317,410,100 | 320,625,372 | 345,440,883 | 345,440,883 | 349,037,213 | 376,980,953 |
| Restrict/Council create reserves at start of year | 4,899,929 | 6,580,450 | 7,411,164 | 8,513,173 | 11,295,000 | 13,791,000 | 16,044,000 | 17,945,000 | 20,461,000 | 22,814,000 | 25,355,000 |
| Transfers (to)/from reserves | 3,876,665 | 830,714 | 1,102,009 | 2,781,749 | 2,496,000 | 2,254,000 | 1,900,000 | 2,516,000 | 2,353,000 | 2,541,000 | 2,664,000 |
| Financial asset revaluation gains | - | - | - | - | - | - | - | - | - | - | - |
| Restrict/Council created reserves at end of year | 8,776,594 | 7,411,164 | 8,513,173 | 11,294,922 | 13,727,000 | 15,980,000 | 17,881,000 | 20,397,000 | 22,750,000 | 25,291,000 | 27,955,000 |
| Equity at end of year | 445,257,703 | 451,083,798 | 452,016,178 | 455,514,515 | 478,720,000 | 479,326,000 | 483,332,000 | 509,092,000 | 509,912,000 | 514,399,000 | 543,300,000 |

Prospective Statement of Financial Position

For the years ended 30 June 2019 – 2028

| | Annual plan 30 June 2018 | 30 June 2019 | 30 June 2020 | 30 June 2021 | 30 June 2022 | 30 June 2023 | 30 June 2024 | 30 June 2025 | 30 June 2026 | 30 June 2027 | 30 June 2028 |
|----------------------------------|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| ASSETS | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | |
| Cash & cash equivalents | 6,763,316 | 5,569,740 | 6,737,825 | 9,421,697 | 11,813,000 | 13,924,000 | 15,633,000 | 17,933,000 | 20,049,000 | 22,262,000 | 24,506,000 |
| Debtors & other receivables | 2,666,239 | 2,353,584 | 2,224,365 | 2,258,073 | 2,267,000 | 2,330,000 | 2,388,000 | 2,426,000 | 2,481,000 | 2,524,000 | 2,549,000 |
| Non-current assets held for sale | - | - | - | - | - | - | - | - | - | - | - |
| Inventory | - | - | - | - | - | - | - | - | - | - | - |
| Investments | - | - | - | - | - | - | - | - | - | - | - |
| Total current assets | 9,429,555 | 7,923,324 | 8,962,190 | 11,679,769 | 14,081,000 | 16,254,000 | 18,022,000 | 20,359,000 | 22,530,000 | 24,786,000 | 27,055,000 |
| Non-current assets | | | | | | | | | | | |
| Property, Plant and Equipment | 452,668,212 | 459,715,810 | 460,533,586 | 463,838,000 | 487,233,221 | 486,957,441 | 489,636,065 | 511,737,538 | 509,109,310 | 510,031,877 | 535,338,584 |
| Forestry assets | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Investment Property | - | - | - | - | - | - | - | - | - | - | - |
| Derivative Financial Instruments | - | - | - | - | - | - | - | - | - | - | - |
| Other Financial Assets | 39,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 |
| Council Controlled Organisation | 8,695,000 | 8,695,000 | 8,695,000 | 8,695,000 | 8,695,000 | 8,695,000 | 8,695,000 | 8,695,000 | 8,695,000 | 8,695,000 | 8,695,000 |
| Intangible assets | 71,000 | 81,000 | 81,000 | 81,000 | 81,000 | 81,000 | 81,000 | 81,000 | 81,000 | 81,000 | 81,000 |
| Investments | 1,359,000 | 371,188 | 371,188 | 371,188 | 371,188 | 371,188 | 371,188 | 371,188 | 371,188 | 371,188 | 371,188 |
| Total non-current assets | 462,834,212 | 468,892,999 | 469,710,774 | 473,015,188 | 496,410,409 | 496,134,629 | 498,813,253 | 520,914,726 | 518,286,498 | 519,209,065 | 544,515,722 |
| Total assets | 472,263,767 | 476,816,322 | 478,672,964 | 484,694,957 | 510,491,409 | 512,388,629 | 516,835,253 | 541,273,726 | 540,816,498 | 543,995,065 | 571,570,772 |

| | Annual plan 30 June 2018 | 30 June 2019 | 30 June 2020 | 30 June 2021 | 30 June 2022 | 30 June 2023 | 30 June 2024 | 30 June 2025 | 30 June 2026 | 30 June 2027 | 30 June 2028 |
|--------------------------------------|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| LIABILITIES | | | | | | | | | | | |
| Current liabilities | | | | | | | | | | | |
| Creditors and other payables | 2,423,192 | 2,087,424 | 2,134,959 | 2,183,156 | 2,215,306 | 2,277,618 | 2,318,372 | 2,340,900 | 2,408,198 | 2,444,388 | 2,462,775 |
| Borrowings | 6,343,000 | 1,701,426 | 1,310,692 | 939,334 | 1,106,786 | 1,225,898 | 1,309,483 | 1,310,057 | 1,310,643 | 1,311,243 | 1,311,243 |
| Employee entitlements | 296,000 | 182,000 | 186,368 | 190,654 | 194,849 | 198,746 | 202,522 | 206,167 | 209,672 | 212,817 | 215,797 |
| Provisions | - | - | - | - | - | - | - | - | - | - | - |
| Tax payable | 3,000 | 3,000 | 3,063 | 3,127 | 3,193 | 3,263 | 3,338 | 3,415 | 3,497 | 3,581 | 3,670 |
| Other current liabilities | 193,000 | 377,000 | 384,917 | 393,000 | 401,253 | 410,081 | 419,513 | 429,161 | 439,461 | 450,008 | 461,259 |
| Total current liabilities | 9,258,192 | 4,350,850 | 4,019,999 | 3,709,272 | 3,921,387 | 4,115,606 | 4,253,229 | 4,289,701 | 4,371,472 | 4,422,038 | 4,454,744 |
| Non-current liabilities | | | | | | | | | | | |
| Provisions | 1,000,000 | 2,089,000 | 2,089,000 | 2,089,000 | 2,089,000 | 2,089,000 | 2,089,000 | 2,089,000 | 2,089,000 | 2,089,000 | 2,089,000 |
| Borrowings | 16,304,452 | 18,744,675 | 19,999,308 | 22,833,000 | 25,210,000 | 26,306,000 | 26,609,000 | 25,250,000 | 23,891,000 | 22,532,000 | 21,173,000 |
| Employee entitlements | 29,000 | 20,000 | 20,480 | 20,951 | 21,412 | 21,840 | 22,255 | 22,656 | 23,041 | 23,387 | 23,714 |
| Derivative financial instruments | 384,420 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Deferred Tax | - | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 |
| Other non-current liabilities | 30,000 | - | - | - | - | - | - | - | - | - | - |
| Total non-current liabilities | 17,747,872 | 21,381,675 | 22,636,788 | 25,471,000 | 27,848,000 | 28,945,000 | 29,248,000 | 27,890,000 | 26,531,000 | 25,172,000 | 23,814,000 |
| Equity | | | | | | | | | | | |
| Public equity | 151,686,969 | 151,581,474 | 151,411,845 | 149,411,370 | 147,519,000 | 145,871,000 | 144,761,000 | 143,191,000 | 141,657,000 | 140,007,000 | 138,299,000 |
| Restricted Reserves | 8,776,594 | 7,347,164 | 8,449,173 | 11,230,922 | 13,727,000 | 15,980,000 | 17,881,000 | 20,397,000 | 22,750,000 | 25,291,000 | 27,955,000 |
| Asset revaluation reserves | 284,794,140 | 292,091,160 | 292,091,160 | 294,808,223 | 317,410,100 | 317,410,100 | 320,625,372 | 345,440,883 | 345,440,883 | 349,037,213 | 376,980,953 |
| Other reserves | - | 64,000 | 64,000 | 64,000 | 64,000 | 64,000 | 64,000 | 64,000 | 64,000 | 64,000 | 64,000 |
| Total Equity | 445,257,703 | 451,083,798 | 452,016,178 | 455,514,515 | 478,720,000 | 479,326,000 | 483,332,000 | 509,092,000 | 509,912,000 | 514,399,000 | 543,300,000 |
| Total liabilities and equity | 472,263,767 | 476,816,322 | 478,672,964 | 484,694,787 | 510,491,409 | 512,388,629 | 516,835,253 | 541,273,726 | 540,816,498 | 543,995,065 | 571,570,772 |

| | Annual plan 30 June 2018 | 30 June 2019 | 30 June 2020 | 30 June 2021 | 30 June 2022 | 30 June 2023 | 30 June 2024 | 30 June 2025 | 30 June 2026 | 30 June 2027 | 30 June 2028 |
|--|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Cash was applied to: | | | | | | | | | | | |
| Purchase of property, plant and equipment | 7,370,575 | 9,041,893 | 7,167,543 | 7,060,504 | 7,374,139 | 6,604,248 | 6,293,526 | 4,121,361 | 4,550,192 | 4,483,106 | 4,532,159 |
| Term investments, shares and advances | - | - | - | - | - | - | - | - | - | - | - |
| Forestry capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| | 7,370,575 | 9,041,893 | 7,167,543 | 7,060,504 | 7,374,139 | 6,604,248 | 6,293,526 | 4,121,361 | 4,550,192 | 4,483,106 | 4,532,159 |
| Net cash flow from investing activities | (6,920,575) | (9,041,893) | (7,167,543) | (7,060,504) | (7,374,139) | (6,604,248) | (6,293,526) | (4,121,361) | (4,550,192) | (4,483,106) | (4,532,159) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | | | | | | | | |
| Cash was received from: | | | | | | | | | | | |
| Proceeds from borrowings | 4,552,000 | 2,615,000 | 2,565,325 | 3,772,840 | 3,544,040 | 2,382,240 | 1,671,710 | 11,470 | 11,730 | 12,000 | 12,280 |
| | 4,552,000 | 2,615,000 | 2,565,325 | 3,772,840 | 3,544,040 | 2,382,240 | 1,671,710 | 11,470 | 11,730 | 12,000 | 12,280 |
| Cash was applied to: | | | | | | | | | | | |
| Repayment of borrowings | 1,791,804 | 1,570,676 | 1,701,426 | 1,310,691 | 999,334 | 1,166,786 | 1,285,898 | 1,369,483 | 1,370,057 | 1,370,643 | 1,371,243 |
| | 1,791,804 | 1,570,676 | 1,701,426 | 1,310,691 | 999,334 | 1,166,786 | 1,285,898 | 1,369,483 | 1,370,057 | 1,370,643 | 1,371,243 |
| Net cash flow from financing activities | 2,760,196 | 1,044,324 | 863,899 | 2,462,148 | 2,544,706 | 1,215,454 | 385,812 | (1,358,013) | (1,358,327) | (1,358,643) | (1,358,963) |
| Net increase/(decrease) in cash held | 4,063,316 | 1,448,740 | 1,168,086 | 2,683,873 | 2,391,656 | 2,110,736 | 1,709,091 | 2,300,055 | 2,115,752 | 2,212,795 | 2,244,071 |
| Add cash at start of year (1 July) | 2,700,000 | 4,121,000 | 5,569,740 | 6,737,826 | 9,421,699 | 11,813,355 | 13,924,091 | 15,633,182 | 17,933,237 | 20,048,989 | 22,261,784 |
| Balance at end of year (30 June) | 6,763,316 | 5,569,740 | 6,737,826 | 9,421,699 | 11,813,355 | 13,924,091 | 15,633,182 | 17,933,237 | 20,048,989 | 22,261,784 | 24,505,855 |
| REPRESENTED BY | | | | | | | | | | | |
| Cash, cash equivalents and bank overdrafts | 6,763,316 | 5,569,740 | 6,737,826 | 9,421,699 | 11,813,355 | 13,924,091 | 15,633,182 | 17,933,237 | 20,048,989 | 22,261,784 | 24,505,855 |
| | 6,763,316 | 5,569,740 | 6,737,826 | 9,421,699 | 11,813,355 | 13,924,091 | 15,633,182 | 17,933,237 | 20,048,989 | 22,261,784 | 24,505,855 |

Prospective Reconciliation of Net Surplus to Operating Activities

For the years ended 30 June 2019 – 2028

| | Annual plan 30 June 2018 | 30 June 2019 | 30 June 2020 | 30 June 2021 | 30 June 2022 | 30 June 2023 | 30 June 2024 | 30 June 2025 | 30 June 2026 | 30 June 2027 | 30 June 2028 |
|---|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Surplus/deficit after tax | 2,534,634 | 2,775,661 | 932,380 | 781,274 | 603,958 | 605,198 | 790,730 | 945,154 | 819,684 | 890,657 | 957,002 |
| Add/(Less non-cash expenses | | | | | | | | | | | |
| Revaluation (gains)/losses | (175,517) | - | - | - | - | - | - | - | - | - | - |
| Depreciation & amortisation | 5,807,916 | 5,928,809 | 6,349,768 | 6,473,558 | 6,581,400 | 6,881,227 | 6,830,168 | 6,835,310 | 7,178,285 | 7,156,570 | 7,169,904 |
| Bad debts | - | - | - | - | - | - | - | - | - | - | - |
| Assets vesting in council | - | - | - | - | - | - | - | - | - | - | - |
| | 5,632,399 | 5,928,809 | 6,349,768 | 6,473,558 | 6,581,400 | 6,881,227 | 6,830,168 | 6,835,310 | 7,178,285 | 7,156,570 | 7,169,904 |
| Add/(Less) items classified as investing or financial activities | | | | | | | | | | | |
| (Gains)/losses on sale of property, plant and equipment | - | - | - | - | - | - | - | - | - | - | - |
| (Gains)/losses in fair value of forestry assets | - | - | - | - | - | - | - | - | - | - | - |
| (Gains)/losses in fair value of investment properties | - | - | - | - | - | - | - | - | - | - | - |
| | - | - | - | - | - | - | - | - | - | - | - |
| Plus/(Less) movements in working capital | | | | | | | | | | | |
| (Increase)/decrease in inventories | - | - | - | - | - | - | - | - | - | - | - |
| (Increase)/decrease in debtors and other receivables | (866,530) | 244,768 | 111,995 | (63,960) | 10,423 | (66,124) | (89,699) | (19,211) | (60,946) | (79,605) | (978) |
| Increase/(decrease) in creditors and other payables | 923,192 | 497,073 | 64,758 | 78,449 | 12,334 | 66,005 | 71,908 | 4,403 | 72,978 | 72,799 | (5,384) |
| Increase/(decrease) in employee entitlements | - | - | 4,848 | 4,758 | 4,655 | 4,325 | 4,191 | 4,046 | 3,890 | 3,491 | 3,307 |
| Increase/(decrease) in provisions | - | - | 7,980 | 8,148 | 8,319 | 8,898 | 9,507 | 9,726 | 10,382 | 10,631 | 11,340 |
| | 56,662 | 741,841 | 189,581 | 27,395 | 35,730 | 13,104 | (4,093) | (1,036) | 26,303 | 7,316 | 8,285 |
| Net cashflow from operating activities | 8,223,695 | 9,446,309 | 7,471,730 | 7,282,228 | 7,221,088 | 7,499,529 | 7,616,805 | 7,779,428 | 8,024,272 | 8,054,543 | 8,135,191 |

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

For the years ended 30 June 2019 – 2028

| | Annual plan 30 June 2018 | 30 June 2019 | 30 June 2020 | 30 June 2021 | 30 June 2022 | 30 June 2023 | 30 June 2024 | 30 June 2025 | 30 June 2026 | 30 June 2027 | 30 June 2028 |
|---|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Operating surplus/(deficit) from cost of service statements | | | | | | | | | | | |
| Leadership | 445,517 | (178,523) | (103,004) | (47,577) | (24,926) | (24,911) | (5,488) | 7,500 | 7,500 | 7,500 | 7,500 |
| Transportation | 724,358 | 54,192 | (8,629) | 34,203 | 152,385 | 75,450 | 119,517 | 165,421 | 74,399 | 123,975 | 175,387 |
| Water Supply | 1,060,134 | 1,059,683 | 1,088,874 | 580,221 | 165,834 | 169,689 | 193,802 | 195,820 | 190,918 | 192,993 | 195,027 |
| Wastewater | 10,000 | 2,001,252 | 22,445 | 30,226 | 47,557 | 57,361 | 65,806 | 73,914 | 68,434 | 76,437 | 84,119 |
| Stormwater | 57,474 | 13,612 | 26,552 | 51,854 | 71,236 | 73,511 | 78,386 | 83,122 | 78,635 | 83,408 | 88,047 |
| Solid Waste | 68,566 | 3,194 | (8,962) | 3,154 | 5,510 | (3,052) | (2,304) | (2,481) | (12,406) | (8,097) | (3,680) |
| Community Services | - | (105,926) | (6,321) | (6,418) | (6,418) | (6,876) | (6,876) | (6,876) | (7,365) | (7,365) | (7,365) |
| Leisure Services and Facilities | 168,585 | (71,823) | (78,575) | (74,389) | (17,178) | 53,829 | 138,157 | 218,582 | 209,885 | 212,149 | 207,965 |
| Planning and Regulatory | - | - | - | 210,000 | 210,000 | 210,000 | 210,000 | 210,000 | 210,000 | 210,000 | 210,000 |
| Administration and support services | - | - | - | - | - | - | - | - | - | - | - |
| add Vested assets | - | - | - | - | - | - | - | - | - | - | - |
| add Interest on internal borrowing | - | - | - | - | - | - | - | - | - | - | - |
| Surplus/(deficit) after tax per Statement of Financial Performance | 2,534,634 | 2,775,661 | 932,380 | 781,274 | 604,000 | 605,000 | 791,000 | 945,000 | 820,000 | 891,000 | 957,000 |
| Gains and Losses on Derivatives | (175,517) | - | - | - | - | - | - | - | - | - | - |
| less Vested assets and interest on internal borrowing not included in the FIS | - | - | - | - | - | - | - | - | - | - | - |
| Surplus/(deficit) before vested assets and internal interest | 2,359,117 | 2,775,661 | 932,380 | 781,274 | 604,000 | 605,000 | 791,000 | 945,000 | 820,000 | 891,000 | 957,000 |
| less Capital grants, subsidies and donations | (2,391,040) | (3,753,695) | (1,798,153) | (1,840,984) | (1,959,167) | (2,003,234) | (2,047,302) | (2,093,205) | (2,140,945) | (2,190,521) | (2,241,933) |
| less Development and financial contributions | (93,795) | (93,336) | (94,936) | (96,650) | (98,399) | (100,271) | (102,270) | (104,316) | (93,347) | (95,583) | (98,063) |
| less Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| add Depreciation not included in the FIS | 5,807,916 | 5,928,807 | 6,349,768 | 6,473,558 | 6,581,357 | 6,881,424 | 6,829,898 | 6,835,464 | 7,177,968 | 7,156,227 | 7,169,905 |
| Surplus/(deficit) of operating funding | 3,323,081 | 4,857,437 | 5,389,059 | 5,317,199 | 5,127,791 | 5,382,919 | 5,471,327 | 5,582,943 | 5,763,676 | 5,761,123 | 5,786,909 |
| Balance as per Council FIS surplus/(deficit) of funding | 5,682,198 | 4,857,437 | 5,389,059 | 5,317,199 | 5,127,791 | 5,382,919 | 5,471,327 | 5,582,943 | 5,763,676 | 5,761,123 | 5,786,909 |

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

Prospective Statement of Special Funds Reserves

For the years ended 30 June 2019 – 2028

| | Purpose of each reserve fund | Annual plan 30 June 2018 | 30 June 2019 | 30 June 2020 | 30 June 2021 | 30 June 2022 | 30 June 2023 | 30 June 2024 | 30 June 2025 | 30 June 2026 | 30 June 2027 | 30 June 2028 |
|--|--|--------------------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Council Created Reserve Funds | | | | | | | | | | | | |
| Buildings Renewal | For renewal of all Council operational buildings | | | | | | | | | | | |
| Opening Balance | | 264,180 | 576,000 | 586,944 | 598,096 | 609,460 | 635,049 | 661,504 | 690,137 | 723,018 | 759,006 | 799,715 |
| Deposits | | 9,510 | 10,944 | 11,152 | 11,364 | 25,589 | 26,455 | 28,633 | 32,881 | 35,988 | 40,709 | 48,229 |
| Withdrawals | | - | - | - | - | - | - | - | - | - | - | - |
| Closing Balance | | 273,690 | 586,944 | 598,096 | 609,460 | 635,049 | 661,504 | 690,137 | 723,018 | 759,006 | 799,715 | 847,944 |
| Restricted Reserve Funds | | | | | | | | | | | | |
| Depreciations Reserves Fund Summary | | | | | | | | | | | | |
| Opening Balance | | 977,807 | - | 846,901 | 1,856,008 | 4,229,171 | 6,300,032 | 8,186,609 | 9,610,861 | 11,620,972 | 13,417,258 | 15,327,337 |
| Deposits | | 11,106,046 | 9,888,794 | 8,176,650 | 8,233,667 | 9,445,000 | 8,490,825 | 7,717,778 | 6,131,472 | 6,346,478 | 6,393,185 | 6,470,064 |
| Withdrawals | | (7,370,575) | (9,041,893) | (7,167,543) | (5,860,504) | (7,374,139) | (6,604,248) | (6,293,526) | (4,121,361) | (4,550,192) | (4,483,106) | (4,532,159) |
| Closing Balance | | 4,713,278 | 846,901 | 1,856,008 | 4,229,171 | 6,300,032 | 8,186,609 | 9,610,861 | 11,620,972 | 13,417,258 | 15,327,337 | 17,265,242 |
| Special Funds Reserve Summary | | | | | | | | | | | | |
| Opening Balance | | 4,899,929 | 6,516,450 | 7,347,164 | 8,449,173 | 11,230,922 | 13,726,881 | 15,980,479 | 17,880,719 | 20,396,828 | 22,749,554 | 25,290,996 |
| Deposits | | 11,512,960 | 10,092,663 | 8,381,810 | 8,642,311 | 9,870,161 | 8,933,793 | 8,193,844 | 6,637,556 | 6,903,021 | 7,024,675 | 7,196,536 |
| Withdrawals | | (7,636,295) | (9,261,949) | (7,279,801) | (5,860,562) | (7,374,202) | (6,680,195) | (6,293,604) | (4,121,447) | (4,550,295) | (4,483,233) | (4,532,316) |
| Closing Balance | | 8,776,594 | 7,347,164 | 8,449,173 | 11,230,922 | 13,726,881 | 15,980,479 | 17,880,719 | 20,396,828 | 22,749,554 | 25,290,996 | 27,955,216 |

FINANCIAL REPORTING AND PRUDENCE DISCLOSURES

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

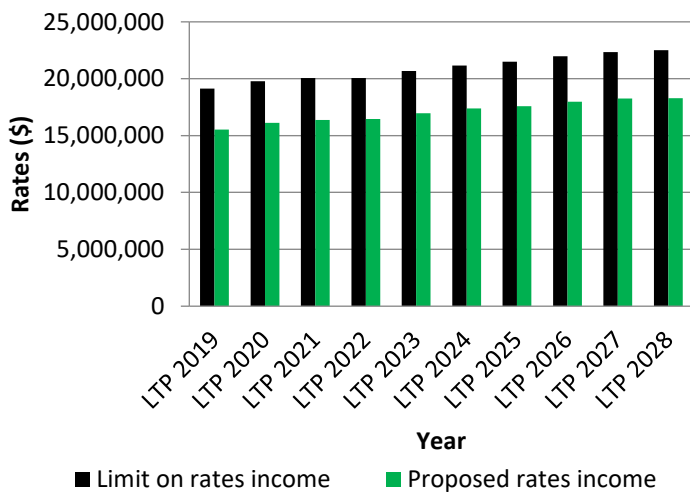
Purpose

The purpose of this statement is to disclose the Council’s financial performance in relation to various benchmarks to enable the assessment of whether Council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

The limits for these benchmarks are contained in the Financial Strategy and the Liability Management Policy.

Council is required to include this statement in its Long Term Plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

Rates (income affordability)

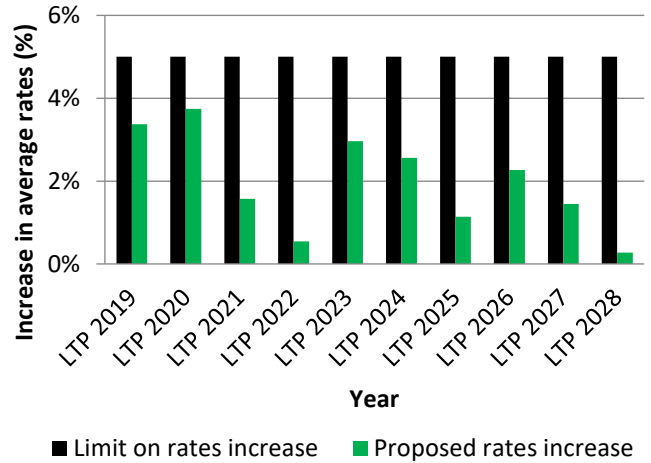


The Council meets the rates (income) affordability benchmark if planned revenue from rates is equal to or less than the quantified limit. The overall limit for rates revenue is the aggregate of the maximum Council has prescribed for each of its activities (as outlined in the Revenue and Financing Policy).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

The graph below compares the expected rates revenue as a proportion of total revenue against this benchmark.

Council meets this benchmark in all years of the LTP.

Rates (increases) affordability

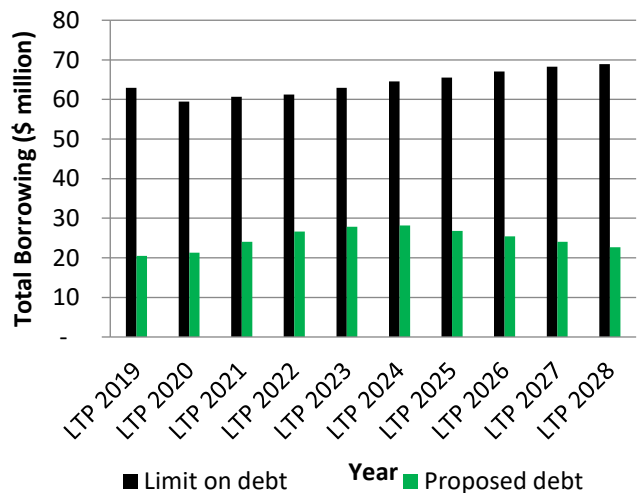


The Council meets the rates (increases) affordability benchmark if the planned increase in revenue from rates as a percentage of the same for the previous year is equal to or less than the quantified limit. It has determined that total rates increases in any one year should not exceed 5%.

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

Council meets this benchmark in all years of the LTP.

Debt affordability benchmark



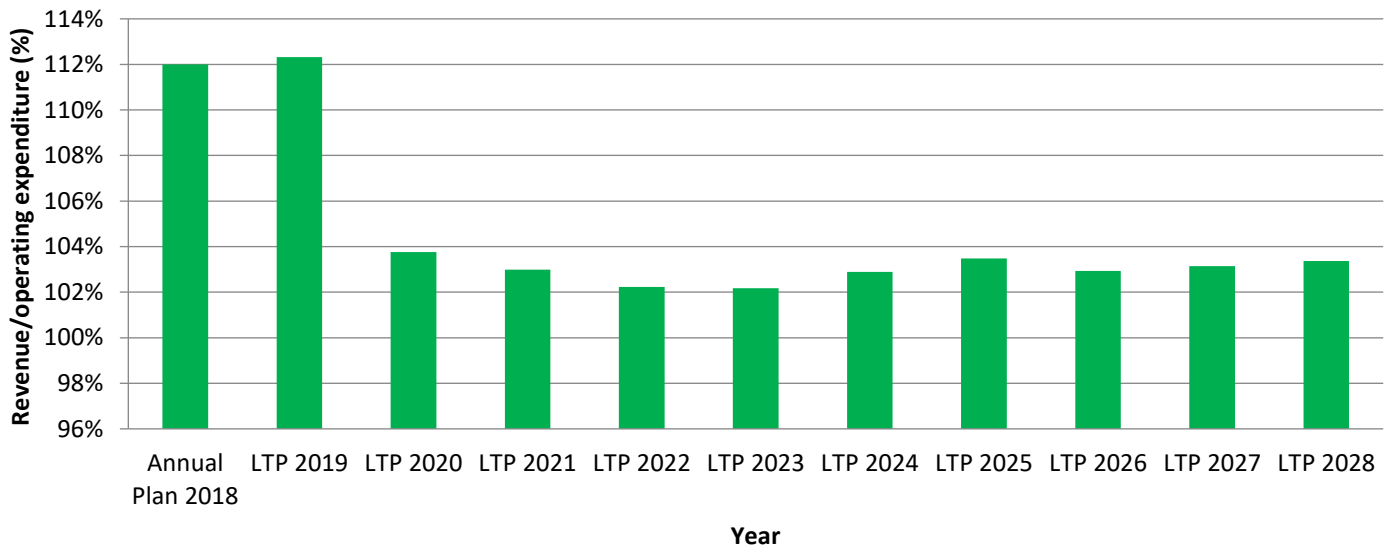
Council meets this benchmark in all years of the LTP.

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

The above graph compares Council's forecast borrowing with the quantified limit stated in Council's liability management policy.

Council meets this benchmark in all years of the LTP.

Balanced budget benchmark



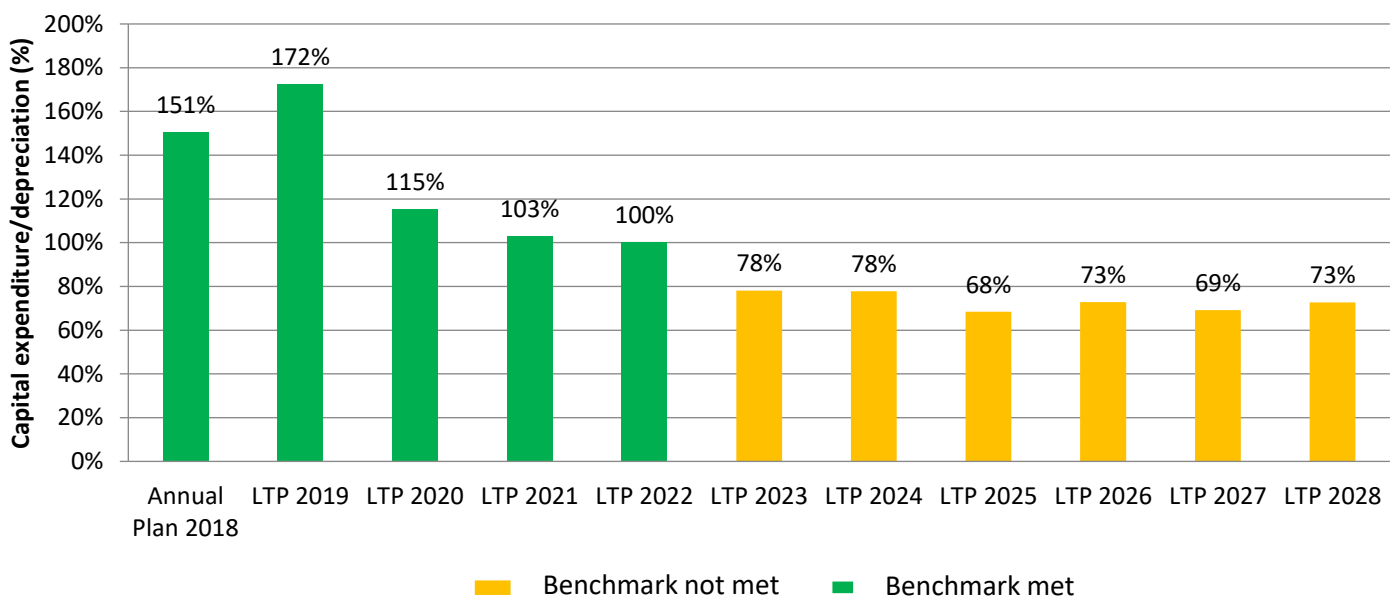
Council meets this benchmark if its revenue equals or is greater than its operating expenses.

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

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

Council meets this benchmark in all years of the LTP.

Essential services benchmark



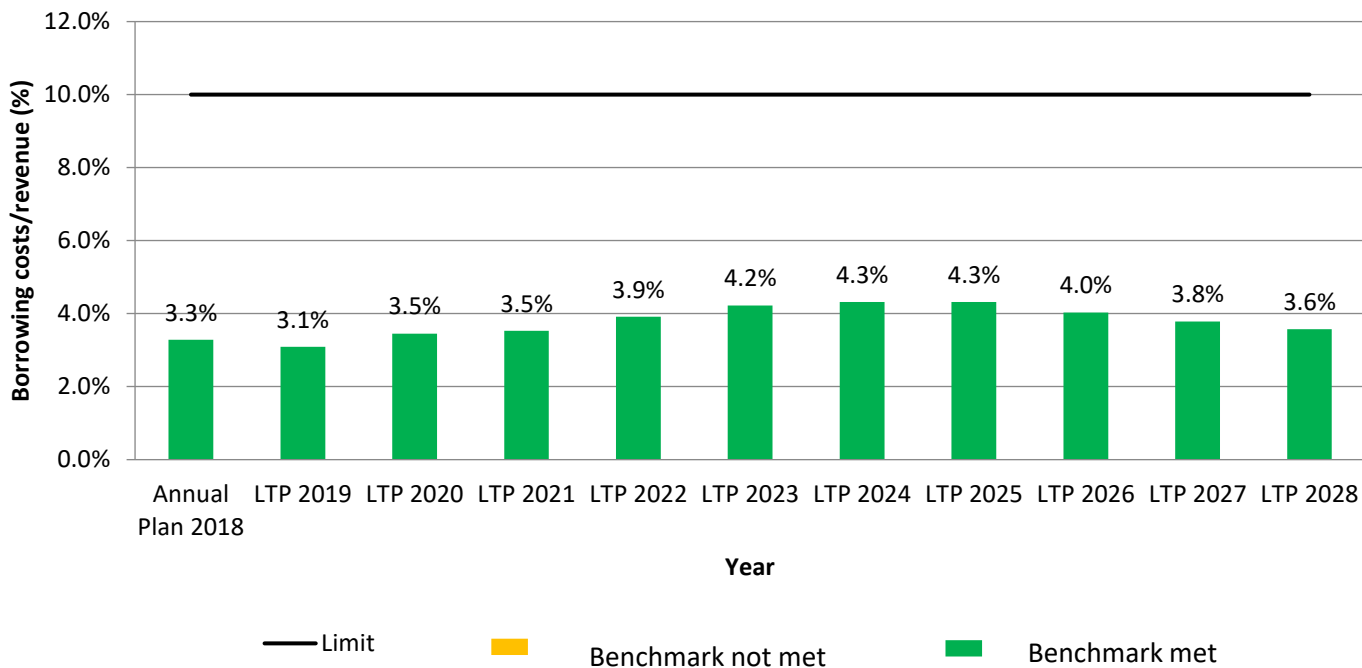
Council meets this benchmark in all years of the LTP.

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

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

Council does not meet this benchmark for the final six years of the plan. Council have reprioritised the **Debt servicing benchmark**

capital renewals programme for assets at the end of life, and have instead made the decision to upgrade existing assets, this is in order to meet the increasing demand from Tourism and to address the impact of new drinking water standards. These changes are further explained in Council’s infrastructure and financial strategies.



The regulations prescribe this benchmark. Based on the assumption that Westland will not be a high growth district, Council meets this benchmark if borrowing costs equal or are less than 10% of its revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment) for the year.

The graph above compares Council’s forecast interest costs as a proportion of revenue against this benchmark. Council meets this benchmark in all years of the LTP.

To the reader:

**Independent auditor's report on
Westland District Council's amended 2018–28 long-term plan**

I am the Auditor-General's appointed auditor for Westland District Council (the Council).

The Council adopted its 2018–28 long-term plan (the plan) on 2 July 2018.

A long-term plan must contain a report from the auditor on:

- whether the plan gives effect to the purpose set out in section 93(6) of the Local Government Act 2002; and
- the quality of the information and assumptions underlying the forecast information in the plan.

We issued a qualified opinion on the plan in our report dated 2 July 2018.

The Council has since consulted on a proposed amendment to the plan. The amendment to the plan relates to the purchase of a property at 41 Weld St to create the Westland Discovery Centre 'Pakiwaitara'.

Following the consultation process, the Council has decided to amend its plan. The amended plan replaces parts of the adopted plan.

The amended plan must contain a report from the auditor that either confirms or amends the previous audit report issued when the plan was adopted.

Our report is below.

We carried out the work for this report using the staff and resources of Audit New Zealand. This work was completed on 29 April 2021.

Report confirming our previous opinion

Our work for this report focused only on the amendment and its effect on the plan. We did not repeat the audit work we did on the plan when it was originally adopted.

As a result of this work, we do not consider it necessary to amend our previous opinion which was included in our report on the plan as originally adopted.

We confirm that our previous audit opinion on the plan as originally adopted issued on 2 July 2018 is not affected by the amendment to the plan.

As for our opinion on the plan prior to it being amended, this report does not provide assurance that the forecasts in the amended plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee complete accuracy of the information in the amended plan.

Basis of this report

We carried out our work in accordance with the International Standard on Assurance Engagements (New Zealand) 3000 (Revised): Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. In meeting the requirements of this standard, we took into account particular elements of the Auditor-General's Auditing Standards and the International Standard on Assurance Engagements 3400: The Examination of Prospective Financial Information that were consistent with those requirements.

We did not evaluate the security and controls over the electronic publication of the amended plan.

Responsibilities of the Council and auditor

The Council is responsible for:

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

We are responsible for reporting on whether the amendment to the plan affects our previous audit report on the plan as originally adopted. We do not express an opinion on the merits of the plan's policy content.

Independence and quality control

In carrying out our work, we complied with the Auditor-General's:

- independence and other ethical requirements, which incorporate the independence and ethical requirements of Professional and Ethical Standard 1; and
- quality control requirements, which incorporate the quality control requirements of Professional and Ethical Standard 3 (Amended).

Other than our work in carrying out all legally required external audits and a limited assurance engagement relating to the Council's debenture trust deed, we have no relationship with or interests in the Council or any of its subsidiaries.

A handwritten signature in black ink, appearing to be 'Chantelle Gernetzky', written in a cursive style.

Chantelle Gernetzky,
Audit New Zealand
On behalf of the Auditor-General
Christchurch, New Zealand