

# Appendices



## Appendix 1

# Community Outcome Reporting Update

Community outcome indicator reporting completed this year is shown below. It should be noted that reporting on indicators that the Council directly controls or influences can be found in Section 2 of this report.

## A thriving and diverse economy

Dunedin has an ambitious, prosperous, diverse and resilient economy that builds on its strengths.

Indicators that the Council influences are shown in Section 2: Economic Development and City Promotion Group of Activity

City Indicator	Result 2013/14	Result 2014/15	Result 2015/16	Result 2016/17	Trend	Data Source
Growth in Dunedin GDP (% Growth)	2% (NZ = 2.7%)	2.2%	2.3%	2.4% (Infometrics)*	-	Business and Economic Research Ltd/ Infometrics
Total Employment (FTE)	49,874 FTE	51,118 FTE	51,670 FTE	60,804 filled jobs (Infometrics)*	-	Business and Economic Research Ltd/ Infometrics
Number of New Businesses	+113	+315	+218	Data not available	-	Business and Economic Research Ltd/ Infometrics

\*Enterprise Dunedin procured economic data relating to these indicators from Infometrics in early 2017. BERL data was not procured in 2017.

## A connected community

Dunedin's communities are connected by safe, effective transportation and communications, linked locally, nationally and internationally.

Indicators that the Council influences are shown in Section 2: Roading and Footpaths Group of Activity

City Indicator	Mode	Result 2014/15	Result 2015/16	Result 2016/17	Trend	Data Source
Means of travel to work/school (mode of commute)	Drove truck, van or car (no passengers)*	41%	37%	41%	Increase	Residents' Opinion Survey
	*Privately owned vehicle	88%	Not measured	Not measured	-	
	*Company owned vehicle	12%	Not measured	Not measured	-	
	Drove truck, van or car (with passengers)	10%	11%	13%	Increase	
	Walk or jog	7%	9%	8%	Decrease	
	Work from home	6%	5%	4%	Decrease	
	Passenger in truck, van or car	4%	3%	4%	Increase	
	Public Transport (Bus)	4%	5%	4%	Decrease	
	Bicycle	1%	4%	3%	Decrease	
	Motorcycle	1%	0%	1%	Increase	
	Other	2%	3%	2%	Decrease	

City Indicator	Result 2013/14	Result 2014/15	Result 2015/16	Result 2016/17	Trend	Data Source
Frequency of bus use (At least once per week)	16% (2014)	Not measured (biennial)	16% (2016)	Not measured (biennial)	-	Biennial Quality of Life Survey
Number of international flights per week	Average of 5 per week (with some seasonal variation)	Average of 4 per week (with some seasonal variation)	Average of 4 per week (with some seasonal variation)	Average of 4 per week (with some seasonal variation)	No Change	Dunedin International Airport Limited
Passenger loadings (international and domestic)	853,097	861,982	909,617	909,614	Decreasing	Dunedin International Airport Limited
Value of goods loaded at Port Otago (\$ million)	\$4,517	\$3,611	\$3,428	\$3,246	Decreasing	Statistics NZ

## A safe and healthy city

Dunedin is a clean, green crime-free city where people feel safe and enjoy a healthy lifestyle.

Indicators that the Council influences are shown in Section 2: Water Supply, Sewage and Sewerage, Stormwater and Solid Waste Groups of Activity

City Indicator	Result 2013/14	Result 2014/15	Result 2015/16	Result 2016/17	Trend	Data Source
Total recorded crime (reported incidents)	10,726 Year to 31 Dec 2013	9,962 Year to 31 Dec 2014	Not available at the time of printing	Changes to statistical methods; data not available due to changes	-	NZ Police
Feel safe in city centre during the day	95% (2014)	Not measured (biennial)	96%(2016)	Not measured (biennial)	-	Biennial Quality of Life Survey
Feel safe in city centre during the night	47% (2014)	Not measured (biennial)	47%(2016)	Not measured (biennial)	-	Biennial Quality of Life Survey
Feel safe at home during the day	98% (2014)	Not measured (biennial)	96%(2016)	Not measured (biennial)	-	Biennial Quality of Life Survey
Feel safe at home during the night	92% (2014)	Not measured (biennial)	94%(2016)	Not measured (biennial)	-	Biennial Quality of Life Survey
Experience of barriers to general practitioners (% no barrier)	Not measured	Not measured	Not measured	Not measured	-	Biennial Quality of Life Survey

## A distinctive built environment

Dunedin is a compact city with a vibrant centre for people to work live and play; complemented by thriving suburban and rural centres.

*Indicators that the Council influences are shown in Section 2: City Planning Group of Activity*

City Indicator	Result 2013/14	Result 2014/15	Result 2015/16	Result 2016/17	Trend	Data Source
Perceptions of city vibrancy – Dunedin is a fun city (% positive)	54%	49%	66%	66%	No change	Residents' Opinion Survey
Perception of the value of the city's architecture (% positive)	81%	81%	88%	87%	Decreasing	Residents' Opinion Survey
Number of properties and structures protected under District Plan that are demolished	Reported in Section 2: City Planning and Regulatory Services					DCC Planning

## A valued and protected natural environment

Dunedin is recognised as a place with outstanding natural environments and significant biodiversity. Dunedin's distinctive rural and coastal landscapes are sustainably managed and protected.

*Indicators that the Council influences are shown in Section 2: City Planning and Stormwater Groups of Activity*

City Indicator	Result 2013/14	Result 2014/15	Result 2015/16	Result 2016/17	Trend	Data Source
Air quality-number of days PM10 Standards exceeded	1 day (2013)	0 days (2014)	Not available at the time of printing	Not available at the time of printing	-	Otago Regional Council
Recreational water quality (number of times it is not safe to swim at popular swimming locations)	4	5	0	Not available at the time of printing	-	Otago Regional Council
Areas of Significant Conservation Value (Hectares and km)	10,688 Ha plus 91km of estuarine edge 10,688 Ha plus 91km of estuarine edge 10,688 Ha plus 91km of estuarine edge 10,688 Ha plus 91km of estuarine edge No Change					DCC Planning
Total area of indigenous habitat in Dunedin protected by the District Plan, DCC reserve land and land held under QEII covenants and other statute-based protective mechanisms	Reported in Section 2: City Planning and Regulatory Services					DCC Planning

## A supportive community

Dunedin's people feel included and connected with their wider community and enjoy a good quality of life.

Indicators that the Council influences are shown in Section 2: Events and City Development Group of Activity

City Indicator	Result 2013/14	Result 2014/15	Result 2015/16	Result 2016/17	Trend	Data Source
Perceptions of quality of life (% positive) (extremely good or good)	84% (2014)	Not measured (biennial)	88% (2016)	Not measured (biennial)	-	Biennial Quality of Life Survey
Residents' sense of community within their local community	Reported in Section 2: Community Development and Support					Biennial Quality of Life Survey
Residents' perception that Dunedin recognises and supports cultural diversity	Reported in Section 2: Community Development and Support					Biennial Quality of Life Survey

## A vibrant and creative city

Dunedin is a city known for its diverse and engaging arts and culture.

Indicators that the Council influences are shown in Section 2: Museums, Libraries and Art Gallery and Events and Community Development Groups of Activity

City Indicator	Result 2013/14	Result 2014/15	Result 2015/16	Result 2016/17	Trend	Data Source
Number of residents employed in the arts /creative sector (FTE)	1,286 FTE (2.6% of workforce)	1,383 FTE (2.7% of workforce)	1,334 FTE (2.6% of workforce)	Data not available	-	Business and Economic Research Limited
Perception that Dunedin is a creative city	Reported in Section 2: Museums, Art Gallery and Libraries					Residents' Opinion Survey
Perceptions of city vibrancy - Dunedin is a fun city (% positive)	54%	49%	66%	66%	No change	Residents' Opinion Survey

## A city of learning

Dunedin is a leading city of education, and its community engages in lifelong learning.

Indicators that the Council influences are shown in Section 2: Museums, Libraries and Art Gallery Group of Activity

City Indicator	Result 2013/14	Result 2014/15	Result 2015/16	Result 2016/17	Trend	Data Source
Number of tertiary enrolments per year Equivalent Full time students	22,970 (2014)	22,645 (2015)	Data not available at the time of printing	Changes to statistical methods; data not available due to changes	-	Ministry of Education (Education Counts)

## An active city

Dunedin's people lead active, healthy and enjoyable lifestyles.

Indicators that the Council influences are shown in Section 2: Sport Recreation and Leisure Group of Activity

City Indicator	Result 2013/14	Result 2014/15	Result 2015/16	Result 2016/17	Trend	Data Source
Frequency of physical activity (% of nearly every day)	36% (2014) 6 or more days/week)	Not measured (biennial)	35% (2016) 6 or more days/week)	Not measured (biennial)	-	Biennial Quality of Life Survey
Perception of overall health (Rate health as excellent, very good or good)	81%	Not measured (biennial)	81%	Not measured (biennial)	-	Biennial Quality of Life Survey
Ratio of sportsfields to population (hectares per 1,000 population)	Reported in Section 2: Sport, Recreation and Leisure					DCC Parks and Reserves yardstick statistic
Participation at Council-owned pools (total attendances)	Reported in Section 2: Sport, Recreation and Leisure					DCC internal attendance data
The Botanic Gardens maintains a grading of "International Significance" from the New Zealand Gardens Trust	Reported in Section 2: Sport, Recreation and Leisure					NZ Gardens Trust

## A sustainable and resilient city

Dunedin is a resilient city with communities prepared for the impacts of climate change and extreme natural events, and reduced reliance on non-renewable resources.

City Indicator	Result 2013/14	Result 2014/15	Result 2015/16	Result 2016/17	Trend	Data Source
Decrease in the waste sourced from within Dunedin and disposed of to DCC landfills in Dunedin (kg/person/year)	396kg/person	423kg/person	457kg/person	466kg/person	Increasing	DCC Internal reporting
Increase in the quantity of diverted material collected via the DCC's collection service for diverted material	Reported in Section 2: Solid Waste					DCC Quarterly reports
Decrease in the number of dry weather sewerage overflows from the DCC's sewerage system, expressed per 1,000 sewerage connections (required under DIA mandatory measures)	Reported in Section 2: Sewerage and Sewage					DCC Internal Reporting
Increase in the percent of Dunedin residents agreeing that Dunedin is a sustainable city (Residents' Opinion Survey)	40%	37%	52%	57%	Increasing	Residents' Opinion Survey
Increase in the percent of Dunedin residents who feel a sense of community with others in their local neighbourhood (Quality of Life Survey)	Reported in Section 2: Community Development and Support					Biennial Quality of Life Survey



## Appendix 2

# Schedule 5: Annual Report Disclosure Statement

## Annual Report Disclosure Statement for the Year Ending 30 June 2017

### What is the purpose of this Statement?

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

The Council is required to include this statement in its annual report 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.

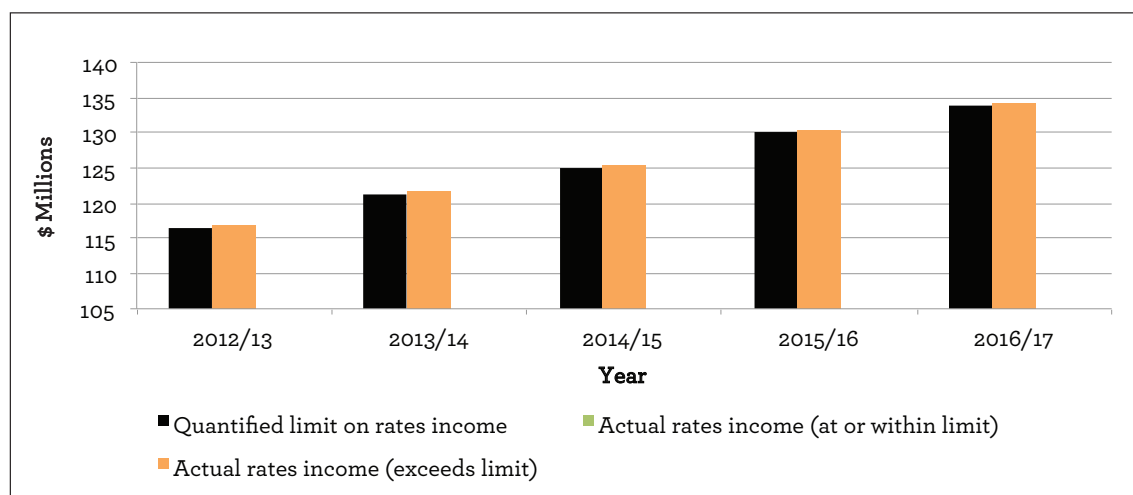
### Rates affordability benchmark

The Council meets the rates affordability benchmark if –

- Its actual rates income equals or is less than each quantified limit on rates; and
- Its actual rates increases equal or are less than each quantified limit on rates increases.

### Rates (income) affordability

The following graph compares the Council's actual rates income with a quantified limit on rates contained in the financial strategy included in the Council's long term plan. The quantified limit is \$134 million in 2016/17.



### Rates (increases) affordability

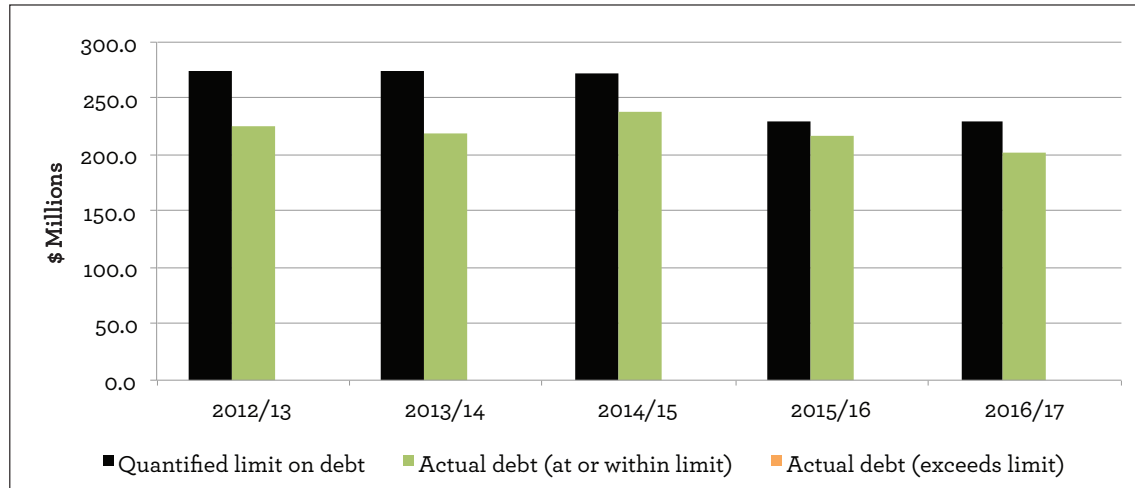
The following graph compares the Council's actual rates increases with a quantified limit on rates increases included in the financial strategy included in the Council's long term plan. The quantified limit is 3% in 2016/17.



### Debt affordability benchmark

The Council meets the debt affordability benchmark if its actual borrowing is within each quantified limit on borrowing.

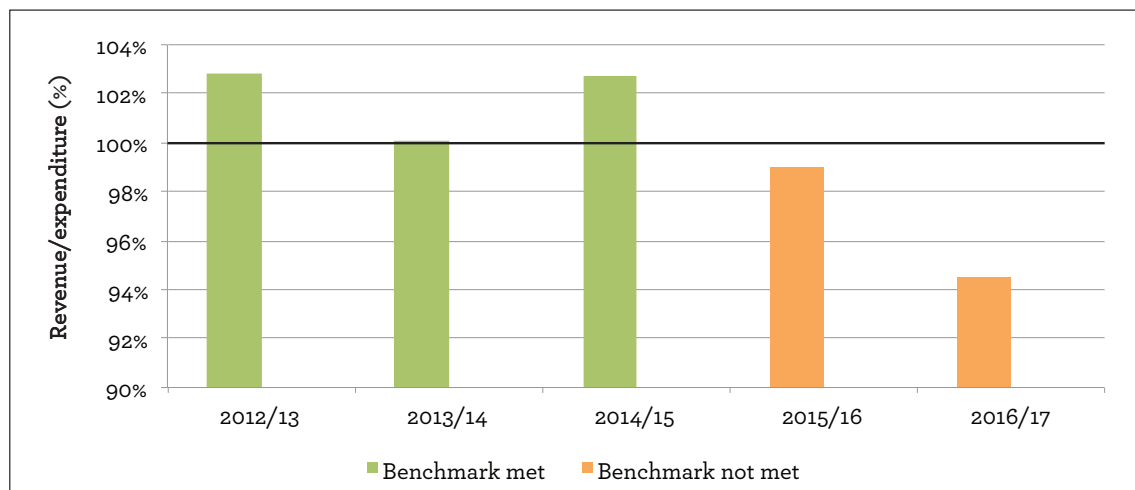
The following graph compares the Council's actual borrowing with a quantified limit on borrowing statement in the financial strategy included in the Council's long term plan. The quantified limit is \$230 million in 2016/17.



### Balanced budget benchmark

The following graph displays the Council's revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments and revaluations of property, plant or equipment) as a proportion of operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant or equipment).

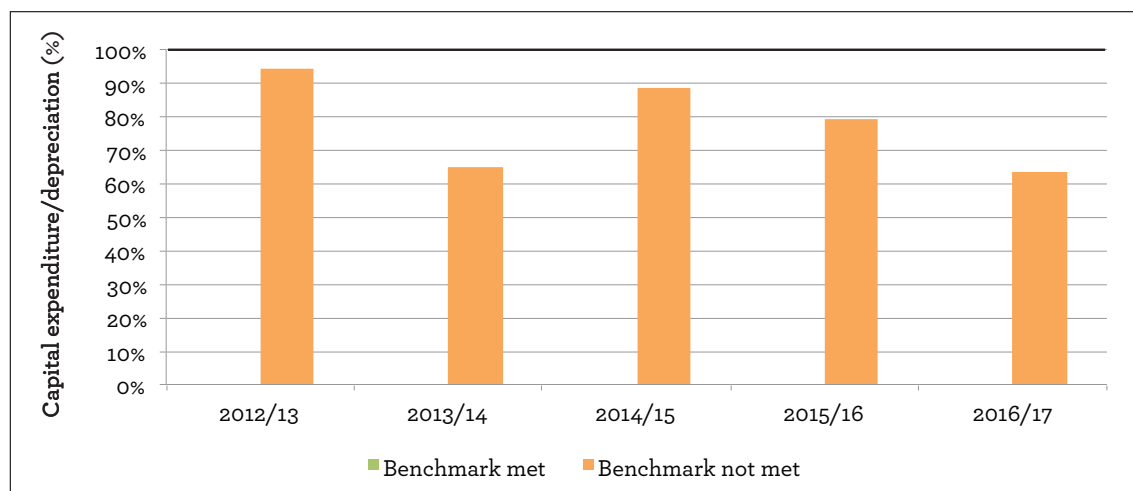
The Council meets this benchmark if its revenue equals or is greater than its operating expenses.





### Essential services benchmark

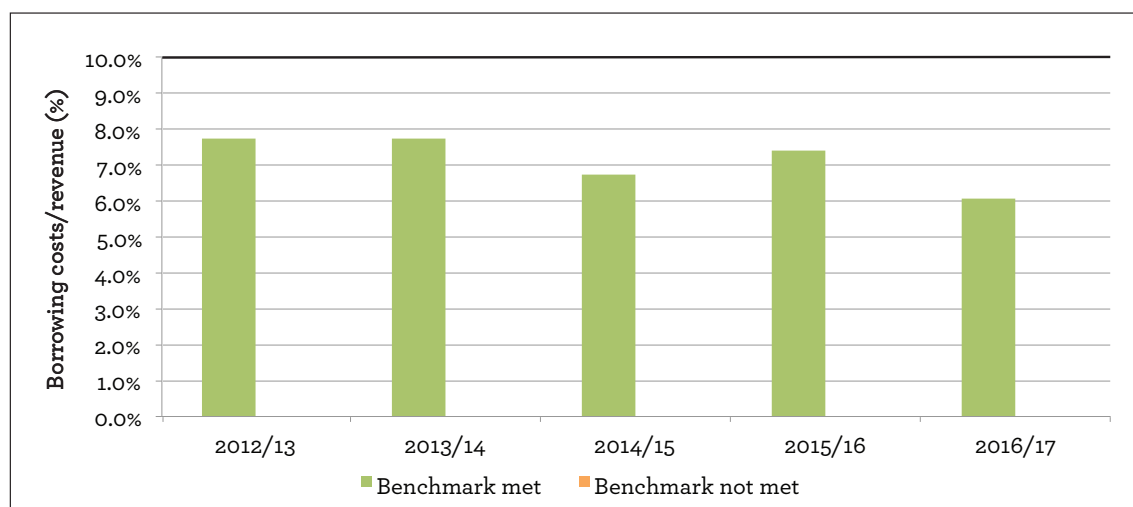
The following graph displays the Council's capital expenditure on network services as a proportion of depreciation on network services. The Council meets this benchmark if its capital expenditure on network services equals or is greater than depreciation on network services.



### Debt servicing benchmark

The following graph displays the Council's borrowing costs as a proportion of revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant or equipment).

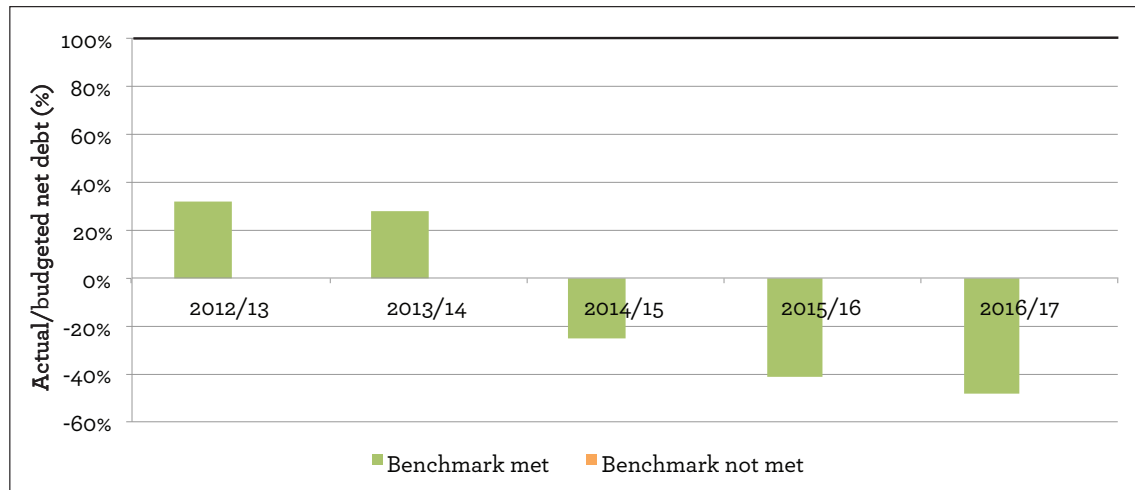
Because Statistics New Zealand projects the Council's population will grow below the national population growth rate, it meets the debt servicing benchmark if its borrowing costs equal or are less than 10% of its revenue.



### Debt control benchmark

The following graph displays the Council's actual net debt as a proportion of planned net debt. In this statement, net debt means financial liabilities less financial assets (excluding trade and other receivables).

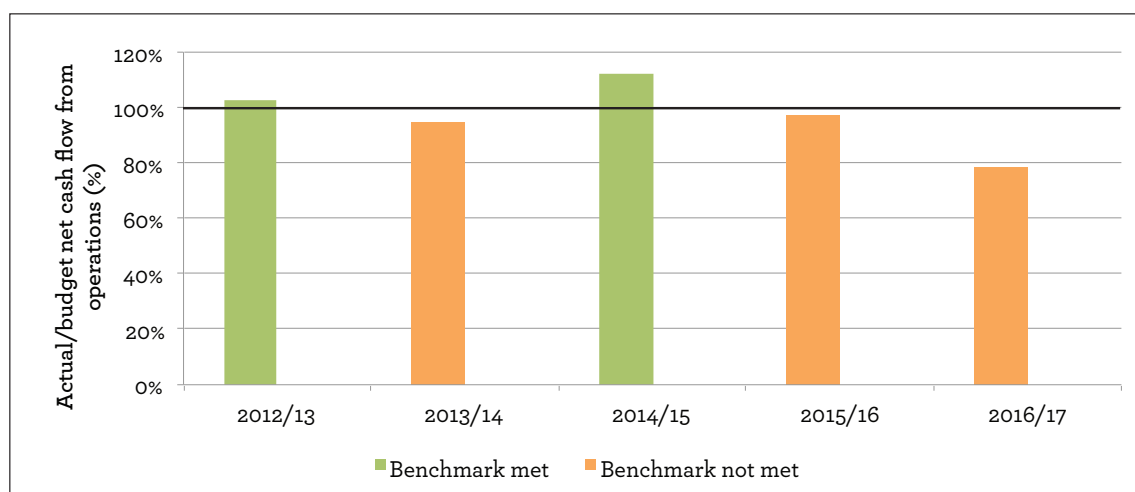
The Council meets the debt control benchmark if its actual net debt equals or is less than its planned net debt.



### Operations control benchmark

This graph displays the Council's actual net cash flow from operations as a proportion of its planned net cash flow from operations.

The Council meets the operations control benchmark if its actual net cash flow from operations equals or is greater than its planned net cash flow from operations.



### Additional information or comment

Note 1: Budgets, including rates are approved and set at the end of May each year. Between May and June, additional rates revenue arises due to growth (eg subdivisions, extensions), and budgets don't include this. Actual rates include this growth. This affects the Rates Affordability benchmarks.

Note 2: The Quantified Limit used in the 2012/13 Long Term Plan is the forecast as opposed to the target in the Rates (Income) Affordability benchmark.

Note 3: Voluntary rates (eg Warm Dunedin) are excluded from the quantified limits for rates in the Long Term Plans but are included in actual rates revenue in the Rates Affordability benchmarks.

This is because the Council has no control over uptake of the scheme and it only effects rates of those in the scheme.

Note 4: Debt control benchmark. The Council planned to have net assets from 2012/13 – that is, its financial assets (excluding trade and other receivables) were planned to exceed its financial liabilities. The results shown graphically above are correct. The graph shows 'benchmark met' whenever the Council is better off (either less indebted or with greater net assets) than planned. Conversely, it shows 'benchmark not met' whenever the Council is either more indebted or has less net assets than planned.

## Appendix 3

# Report on Council Controlled Organisations

To achieve the objectives of the Council a Council Controlled Organisation has been established. This organisation was set up to independently manage Council investments and significant Council facilities. Below is the Statement of Service Performance reflecting the achievement of this organisation in meeting Council expectations.

## Dunedin City Holdings Limited

### Statement of Service Performance for the Year Ended 30 June 2017

The performance targets established in the 2016/17 Statement of Intent for Dunedin City Holdings Limited and the results achieved for the Year Ended 30 June 2017 are as follows.

Performance Targets		Outcome Achieved	
<i>Economic</i>			
<b>Business Objectives</b>			
Review the Statements of Intent and plans of each of the group companies for consistency with the strategic direction of the DCC.		The review of the draft 2017 Statements of Intent were completed by 31 December 2016.	
Review the operating activities of each of the group companies along with Dunedin City Holdings Limited for compliance with the goals and objectives of the Statement of Intent.		Reviews of the operating activities were performed as required by the Board of Dunedin City Holdings Limited.	
<i>Financial</i>			
Monitor financial performance of each of the group companies.		Continual monthly reviews of operating initiatives and financial performance of each of the group companies, excluding Dunedin International Airport Limited which reports on a quarterly basis, have been undertaken.	
Monitor the capital structure of each group company.		The Company's Standard and Poor's long term credit rating was reaffirmed at AA in December 2016. The A1+ short term rating remained the same.  Ongoing reviews of capital structure within the Group were performed.	
Review the capital expenditure of each of the group of companies for compliance and approval as required by Dunedin City Holdings Limited.		Continual monthly reviews of capital expenditure of each of the group companies, excluding Dunedin International Airport Limited which reports on a quarterly basis, have been undertaken.	
<b>Parent Financial Forecasts</b>		<b>Parent Achievement</b>	
	\$'000		\$'000
EBITDA	9,610	EBITDA	10,276
Net Profit After Tax	3,223	Net Profit After Tax	3,473
Cash Flow from Operations	3,251	Cash Flow from Operations	4,301
Capital Expenditure	-	Capital Expenditure	-
Term Loans	31,000	Term Loans	30,000
Interest/Dividend Distributions to Shareholder	5,902	Interest/Dividend Distributions to Shareholder	5,902
Shareholder's Funds to Total Assets	50%	Shareholder's Funds to Total Assets	51%

Performance Targets	Outcome Achieved																
<p><b>Group Financial Forecasts</b></p> <p>No group forecasts were prepared in the 2016/2017 Statement of Intent. The Board of Dunedin City Holdings Limited is looking to include Group targets in the future.</p>	<p><b>Group Achievement</b></p> <table> <tr> <td></td><td>\$'000</td></tr> <tr> <td>EBITDA</td><td>93,608</td></tr> <tr> <td>Net Profit After Tax</td><td>18,512</td></tr> <tr> <td>Cash Flow from Operations</td><td>35,416</td></tr> <tr> <td>Capital Expenditure</td><td>47,845</td></tr> <tr> <td>Term Loans</td><td>572,556</td></tr> <tr> <td>Interest/Dividend Distributions to Shareholder</td><td>5,902</td></tr> <tr> <td>Shareholder's Funds to Total Assets</td><td>27%</td></tr> </table>		\$'000	EBITDA	93,608	Net Profit After Tax	18,512	Cash Flow from Operations	35,416	Capital Expenditure	47,845	Term Loans	572,556	Interest/Dividend Distributions to Shareholder	5,902	Shareholder's Funds to Total Assets	27%
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Shareholder's Funds to Total Assets	27%																
<b>Shareholders</b>																	
<p>Engage with the shareholder annually on opportunities for the company and/or its subsidiaries to contribute, or assist where possible, with Council's community outcomes (as listed in the annual plan).</p> <p>Bring to the attention of the shareholder any strategic or operational matters where there may be conflict between the Council's community outcomes and those of the company and seek the shareholder's view on these.</p> <p>Keep the shareholders informed of all substantive matters.</p> <p>Encourage each company within the group to act as a socially and environmentally responsible corporate citizen.</p>	<p>Consideration was given to the shareholder's expectations in the annual company's Statement of Intent.</p> <p>There were no matters of conflict requiring escalation to the shareholder.</p> <p>All substantive matters were reported to the shareholder within 5 days of the Dunedin City Holdings Limited board becoming aware of them.</p> <p>Reviews of the activities undertaken by the group companies for purposes of being a socially and environmentally responsible corporate citizen have been undertaken throughout the year.</p>																

# Aurora Energy Limited

## Statement of Service Performance for the Year Ended 30 June 2017

The performance targets established in the 2016/17 Statement of Intent for Aurora Energy Limited, and the results achieved for the Year Ended 30 June 2017 are as follows.

Performance Targets	Outcome Achieved
<b>Economic</b>	
<b>General Objectives</b> <p>The Statement of Intent (SoI) will be submitted to and approved by Dunedin City Holdings Limited (DCHL), ensuring consistency across the DCHL Group.</p> <p>Bring to the attention of the Shareholder any strategic or operational matters where there may be a conflict between the Council's community outcomes and those of the company.</p> <p>Keep the Shareholder informed of all substantive matters.</p> <p>Promote economic development by providing essential electricity infrastructure to support the Council's strategy to be one of the worlds' great small cities.</p>	<p>The Statement of Intent for the 2017 financial year was submitted to and accepted by DCHL prior to 30 June 2016.</p> <p>Issues of potential strategic or operational conflicts were notified to the Shareholder.</p> <p>All substantive matters were reported to the Shareholder within 24 hours.</p> <p>While safety targets were achieved, some Network Reliability targets were not achieved.</p>
<b>Network Operations</b> <p>Consumer connections (ICP count) 87,500 average per annum.</p> <p>Energy received into the network 1,400 Gigawatt hours per annum</p> <p>Load factor % <math>\geq</math> 54.00% energy into network/peak kW hours.</p> <p>Loss ratio % <math>\leq</math> 6.0% energy into network less energy delivered/energy into network.</p> <p>Capacity utilisation % <math>\geq</math> 30.0% peak network kW/installed distribution transformer capacity kVA.</p>	<p>Achieved. Total customer connections were 87,771 as at 31 March 2017.</p> <p>Not achieved 1,364</p> <p>Not achieved – 53.44%</p> <p>Achieved – 5.9%</p> <p>Achieved – 30.5%</p>
<b>Network Reliability</b> <p>SAIDI (System Average Interruption Duration Index)</p> <ul style="list-style-type: none"> <li>– Class B interruptions planned <math>\leq</math> 14.10 minutes</li> <li>– Class C interruptions unplanned <math>\leq</math> 76.31 minutes</li> </ul> <p>SAIFI (System Average Interruption Duration Index)</p> <ul style="list-style-type: none"> <li>– Class B interruptions planned <math>\leq</math> 0.09</li> <li>– Class C interruptions unplanned <math>\leq</math> 1.40</li> </ul>	<p>Not achieved – 62.48 minutes</p> <p>Not achieved – 77.29 minutes</p> <p>Not achieved – 0.31 interruptions</p> <p>Achieved – 1.21 interruptions</p>
<b>Community, People, Safety and Environment</b>	
<b>Community</b> <p>Support community initiatives with \$20,000 of sponsorship per annum.</p> <p>Promote uptake of electric vehicles with the number of public charging facilities connected to Aurora network.</p> <p>Partner with DOC in the NZ falcon conservation project aimed at reducing risk of bird electrocution.</p>	<p>\$34,835 was spent in support of community initiatives during the year. Aurora's main community sponsorship is the Southern Lakes Festival of Colour.</p> <p>There are two public fast chargers connected to the network, one each in Dunedin and Alexandra.</p> <p>Falcon safe network designs were tested and the findings shared with the industry via presentation at the 2017 Electricity Engineers Association Conference. The findings are being incorporated into network standards across all regions.</p>

Performance Targets		Outcome Achieved	
<b>Safety</b>			
Reduce harm to contractors with ≤ 5.00 total recordable injury frequency rate (TRIFR) per 200,000 hours worked.		Aurora’s largest contractor achieved a TRIFR of 4.33 per 200,000 hours worked during the year.	
Zero serious harm events involving members of the public.		There were no serious harm incidents during the year involving the public.	
<b>Environment</b>			
No transgression of the environmental and resource law occurs.		There were no Resource Management Act breaches during the year.	
Prevent adverse environmental impacts associated with network assets with zero leaks of sulphur hexafluoride or polychlorinated biphenyl.		Not able to be monitored during the year.	
<b>Financial</b>			
<b>Objectives</b>			
	\$,000		\$’000
EBITDA (before subvention)	38,936	Not achieved	35,399
Net surplus (before subvention)	8,073	Not achieved	7,294
Shareholder’s funds	186,191	Achieved	190,432
Cash flow from operations (1)	34,490	Not achieved	20,981
Capital expenditure	≥ 47,463	Not achieved	45,152
Term debt	200,900	Achieved	191,350
Dividends and or subvention	7,500	Not achieved	2,601
Shareholder’s funds to total assets	39.9%	Achieved	40.3%
(1) The target for cash flow from operations (after subvention) was incorrectly disclosed on the statement of intent. The target did not recognise the effect of subvention payments and GST on capital expenditure. Had these items been recognised, the company would have reported a target of \$20.155 million and an outcome of ‘Achieved’.			

# City Forests Limited

## Statement of Service Performance for the Year Ended 30 June 2017

The performance targets established in the 2016/17 Statement of Intent for City Forests Limited, and the results achieved for the Year Ended 30 June 2017 are as follows.

Performance Targets	Outcome Achieved
<b>General</b>	
A comprehensive review of the Company's long term strategic plan will have been completed which meets the objective of a 6% return on Shareholder's funds.	Three year average return is 12.1%.
Opportunities for expanding the Company's scale will have been investigated.	Strategy day held on 9 June 2017 involving the Board and Senior Managers. The Company's long term strategic plan has been reviewed and accepted by the shareholder as part of the annual budget and statement of intent process.
No single customer will have received more than 30% of the Company's annual harvest by volume.	The strategic plan incorporates a modest forest expansion program. Two new property purchases totalling 396.9ha occurred during the year and a number of opportunities were investigated.
The Company will maximise financial opportunities from the sale of Carbon stored in the company forests.	Our largest customer Craigpine Timber Limited received 10.7% of the Company's annual harvest volume.
The Company will incorporate Carbon accounting in the strategic plan.	The Company has monitored Carbon sales price during the period and considered its Carbon Sales policy at board level. No Carbon Sales occurred during the period.
The Company will balance and track exposure to domestic and export markets.	Carbon strategy recognised in Forest Valuation and Strategic 10 year plan.
The Company will meet its annual supply commitments to domestic customers.	Domestic log sales 44.3% (45.1% last year).
The Company will meet its volume commitments to export shipping and export customer contracts.	On an annualised basis all customers received their contracted volumes within plus or minus 10%. Variations by mutual agreement.
The annual harvest from the forest estate will be within 20% of the long term sustainable yield.	All export commitments were met however purchase wood volumes were needed to supplement Company production for some shipments.
An annual forest health report will have been completed by 30 June 2017.	The annual harvest from the Company forest estate was 227,201 m <sup>3</sup> , including billet wood. This is 97.3% of the sustainable yield of 285,000 m <sup>3</sup> .
The annual fire plan will be updated and become operational.	The annual forest health report was completed January 2017. One disease incursion of Red Neddle Cast was discovered in Company forests during the year. From next year our Company forest health report will be superseded by a forest industry wide biosecurity surveillance network.
The Company will actively participate in regional land use planning processes.	Fire plan was completed in September 2016 prior to the start of the fire season.
The Company will have reviewed the best species and silvicultural management plan to apply to annual operational areas.	The Company actively participated in the Otago Regional Council Plan Change 6a process and the Forestry National Environmental Standard process.
The Company will participate in Industry Research Consortia.	A comprehensive forest growing performance improvement program was started during the year incorporating input from Scion lead researchers.
	The Company has paid the Forest Growers Levy and is directly involved through the Forest Owners Association in the allocation of Levy Funds.



Performance Targets	Outcome Achieved
At least one new forest management technique will be introduced as a result of research findings.	Forest management plans have been modified to increase site productivity as a result of research findings.
The Company will participate in environmental research to minimise chemical use.	Herbicide and cutover over-sowing testing was conducted during the period.
The Company will maintain supply arrangements with Otago and Southland wood processors.	Otago and Southland supply: Pan Pac: 27,023 m <sup>3</sup> Craigpine: 29,835 m <sup>3</sup> Niagara: 20,129 m <sup>3</sup> Dongwha: 12,822 m <sup>3</sup>
Bioenergy wood supply	Bioenergy: 8,064 m <sup>3</sup>
Lost time accident rates for staff and contractors will be reduced to a maximum 25 lost time injuries per 1,000,000 hours.	Lost time accident rate for staff and contractors was 7.1 lost time injuries per 1,000,000 hours. (18.2 last year)
Drug and Alcohol Testing	99 tests were conducted, one positive random test was recorded.
Forest Stewardship Council Certification will be maintained.	Forest Stewardship Council Certification was maintained following audit in 2016.
A current forest management plan will be in place which identifies social and environmental, as well as economic outputs.	The Company has a comprehensive forest management plan that has been externally audited as part of the FSC certification process. This covers all forest areas.
The Company will work with partners to maintain and enhance RT&E species on and around the Company estate.	Sponsorship of \$5000 was donated to research and conservation of the NZ Falcon.
The Company will have in place an environmental management system which will include procedures for sustainability monitoring.	An environmental management system is in place with on-going monitoring of environmental values. This is available on the Company's website and includes water, soil disturbance and reserve biodiversity monitoring.
Every staff member will have a training plan.	Forest staff members have training plans. Other training is provided as necessary. Contractors have training plans for their employees.
The Company will engage with its contractors to participate in Modern Apprenticeship programs.	There are currently two modern apprentices employed in Company operations.
Each harvesting crew will utilise trained tree fellers, breaker outs and log makers.	Each harvest crew has multiple trained employees for all three listed tasks.
There will be "nil" instances of non-compliance with the Company's EEO policy.	There were no instances of non-compliance with the Company's EEO policy.
All the Company's forest management plans will have a section allocated to Recreation and Educational use of the forests.	The Company's forest management plans have sections allocated to recreation and education. Recreation use is monitored through permit issuance.
The Company will maintain a Forest Access Permit Scheme.	326 permits were issued during the year.
The Company will track and report on the distance of public walking and mountain bike tracks in the Company's forests.	The Company has 8.2 km of walking tracks and 20.9 km of mountain bike tracks on its estate.
To contribute to, or assist where possible, with the Dunedin City Council community outcomes (as listed in the Annual Plan).	The Company's financial sustainability, environmental and recreational achievements compliment the annual plan. No issues of conflict with the plan have been identified.

Performance Targets		Outcome Achieved	
Financial			
Targets			
	\$'000		\$'000
Profit before income tax	18,411	Profit before income tax	27,524
Profit after income tax	13,254	Profit after income tax	20,104
Shareholder's equity	123,650	Shareholder's equity	130,873
Normal dividend	3,000	Normal dividend	4,500
Special dividend	1,500	Special dividend	1,500
Operating cashflow	5,454	Operating cashflow	12,200
Capex	4,630	Capex	6,467
Term debt	20,507	Term debt	20,528

# Delta Utility Services Limited

## Statement of Service Performance for the Year Ended 30 June 2017

The performance targets established in the 2016/17 Statement of Intent for Delta Utility Services Limited, and the results achieved for the Year Ended 30 June 2017 are as follows.

Performance Targets	Outcome Achieved
<b>The Shareholder</b>	
Consult with the Shareholder on matters to be included in the Company's Statement of Intent.	Achieved. The Statement of Intent for the 2017 financial year was submitted to and accepted by DCHL prior to 30 June 2016.
Bring to the attention of the Shareholder any strategic or operational matters where there may be conflict between the Council's community outcomes and those of the Company and seek the Shareholder's view on these.	Achieved. Monthly financial results were provided to DCHL in line with the agreed timetable.
Keep the Shareholder informed of all substantive matters.	Achieved. Board reports were produced and meetings were held each month to review the Company's compliance with goals and objectives stated in the SOI and Strategic Plan.
<b>Community, People, Safety and Environment</b>	
<b>Community</b>	
Make positive contribution to our community with \$25,000 of sponsorship per annum.	Achieved. Over \$45,000 was paid in sponsorship/donations to community groups during the year.
Support community recreation and visitor experience by achieving KPIs on service contracts.	Achieved. Target KPIs were maintained or exceeded on average throughout the year.
<b>People</b>	
Support Delta apprenticeship scheme. Average number of apprentices in the scheme of 10 or more per annum.	Achieved. During the year, 19 staff were involved in an apprenticeship scheme.
Monitor absences due to illness. Lower than 2.5% sick leave based on hours.	Achieved. Staff sick leave was 1.47% of total hours during the year.
Monitor voluntary leavers relative to permanent staff. Below 15.0% staff turnover.	Not achieved – Voluntary staff turnover was 15.7% over the 2016/17 year.
<b>Safety</b>	
Reduce harm to employees and contractors with $\leq 5.00$ total recordable injury frequency rate (TRIFR) per 200,000 hours worked.	Achieved. The TRIFR achieved for the year was 4.33 per 200,000 hours worked.
Zero serious harm events involving members of the public.	Achieved. There were no serious harm incidents during the year involving the public.
Maintain tertiary level ACC workplace management practices accreditation. Obtain.	Achieved. All accreditation was maintained.
<b>Environment</b>	
Maintain all existing environmental accreditations.	Achieved. All environmental accreditations were maintained.
Maintain full compliance with the Resource Management Act (RMA). Zero breaches.	Achieved. There were no RMA breaches during the year.
Maintain or lower fuel efficiency to $\leq 10.00$ litres fuel used per 100 kilometres	Achieved. Fuel efficiency across the Delta light commercial fleet was calculated at 9.7 litres per 100 kilometres.
Introduce $\geq 3$ electric vehicles to Delta's business and promote uptake of electric vehicles.	Not achieved. Delta owned and operated one electric vehicle throughout the year.
<b>Economic</b>	
Maintain essential infrastructure to support Dunedin City Council's strategy to be one of the world's great small cities. Deliver maintenance services per contractual arrangements.	Achieved. Delta met or exceeded its KPIs on all contracts held with Aurora Energy and the Dunedin City Council throughout the year.

Performance Targets		Outcome Achieved	
Financial			
Objectives			
	\$'000		\$'000
EBITDA	11,839	Not achieved	11,092
Net profit after income tax	4,119	Achieved	4,830
Shareholder's funds	19,693	Achieved	20,023
Cash flow from operations	10,245	Not achieved	9,612
Capital expenditure	≤ 9,167	Achieved	4,965
Term debt	≤ 29,569	Achieved	25,465
Dividends	2,500	Achieved	2,500
Shareholder's funds to total assets	30%	Achieved	32%

# Dunedin City Treasury Limited

## Statement of Service Performance for the Year Ended 30 June 2017

The performance targets established in the 2016/17 Statement of Intent for Dunedin City Treasury Limited, and the results achieved for the Year Ended 30 June 2017 are as follows.

Performance Targets		Outcome Achieved	
<i>Economic</i>			
Zero breaches of the policies pertaining to Dunedin City Treasury Limited.		Achieved. There were no breaches of policies pertaining to Dunedin City Treasury Limited.	
Funding sources are used in line with funding policy controls whereby no more than \$200 million can mature over the next 12 months and more than 20% of funding must have a maturity date greater than 5 years.		Achieved. During the year the Company successfully issued: - 14 tranches of promissory notes - 2 tranche of Floating rate notes at rates which were consistent or better than organisations with similar ratings.	
All funds invested outside the DCC Group have satisfied DCC policies.		Achieved. All funds invested outside the DCC Group have satisfied DCC policies.	
Continued maintenance to an interest rate reset profile in accordance with DCC policies.		Achieved.	
Regular reporting of the Company’s achievement against defined benchmarks.		Achieved. Reporting achievements against defined benchmarks are provided to the Board monthly and quarterly.	
Manage the ‘Waipori Fund’ fully as set by Council and meet performance benchmarks.		Achieved – The ‘Waipori Fund’ recorded a return for the year of \$5,702,542 which is a return of 6.9%. After deduction of inflation of 2.2%, the ‘real’ return is 4.7%.	
Advise shareholder within 1 business day of any breaches of policy.		Achieved. There were no breaches of policy that were required to be reported to the shareholder.	
<i>Financial</i>			
<b>Targets</b>			
	\$’000		\$’000
Net profit after tax	1	Net profit after tax	115
Cash flow from operations	5	Cash flow from operations	645
Capital expenditure	-	Capital expenditure	-
Term loans	577,000	Term loans	567,378
Shareholder’s funds to total assets	0.4%	Shareholder’s funds to total assets	-0.2%

# Dunedin International Airport Limited

## Statement of Service Performance for the Year Ended 30 June 2017

The performance targets established in the 2016/17 Statement of Intent for Dunedin International Airport Limited, and the results achieved for the Year Ended 30 June 2017 are as follows.

Performance Targets	Outcome Achieved
<b>Economic</b>	
<p><b>Statement of Intent Review</b></p> <p>Engage with shareholders annually on opportunities for the company to contribute, or assist where possible, with Council's community outcomes (as listed in the annual plan) and the Ministers' expectations.</p> <p>Consult with shareholders on matters to be included in the company's Statement of Intent.</p> <ul style="list-style-type: none"> <li>Prepare annually the company's Statement of Intent having given consideration to shareholder's expectations.</li> </ul> <p><b>Achieved</b></p> <p>Bring to the attention of the shareholders any strategic or operations matters where there may be conflict between the Council's community outcomes and/or the Ministers expectations and those of the company and seek the shareholder's view on these.</p> <p>Consult with shareholders at the earliest possible time on matters where conflict may or could result.</p> <ul style="list-style-type: none"> <li>Report to and consult with shareholders on matters where the company's and shareholder's requirements are in conflict.</li> </ul> <p><b>Achieved</b></p> <p>Keep the shareholders informed of all substantive matters.</p> <p>On a "no surprises" basis advise shareholders promptly of any substantive matter that has the potential to impact negatively on shareholders and the company with a particular focus on matters of interest to the media.</p> <ul style="list-style-type: none"> <li>Report to shareholders within 24 hours substantive matters which have the potential to impact negatively on shareholders and the company with a particular focus on matters of interest to the media.</li> </ul> <p><b>Achieved</b></p>	<p>The Company's Statement of Corporate Intent was submitted to both shareholders for review and comment and subsequently approved in a timely manner as required.</p> <p>No such areas of conflict arose during the year.</p> <p>Dunedin Airport maintained communication with its shareholders through regular quarterly reporting.</p> <p>There was one issue that required specific attention outside of these normal regular communication channels regarding the decision to operate the Dreamliner 787-900 from Christchurch Airport and not Dunedin Airport for the trip to see the Aurora - "Flight to the Lights". Shareholders were advised of all of the technical issues as to why the flight could not operate through Dunedin.</p>
<p><b>Marketing and Business Development</b></p> <p>Increase passenger numbers through the airport.</p> <p>Partner with our airline, airport, City and tourism industry.</p> <ul style="list-style-type: none"> <li>Foster productive relationships with our airlines, City and industry partners through a minimum of 5 meetings per year.</li> </ul> <p><b>Achieved</b></p>	<p>Over 90 meetings were attended with our airline, city and industry partners this year. We engaged with our airline partners on a regular basis and have strengthened our relationships through broadening the network of contacts within the airlines. We met with a number of different airline teams including scheduling, strategy, revenue management and marketing. We continue to meet regularly with our City and Regional partner to share information and identify ways in which we can work collaboratively to create destination awareness.</p>

Performance Targets	Outcome Achieved
<ul style="list-style-type: none"> <li>Invest in strategic route development opportunities. <b>Achieved</b></li> <li>Invest in a minimum of two promotional campaigns a year jointly with airlines and our industry partners. <b>Achieved</b></li> </ul> <p>Develop strategies and initiatives to grow trading activities. Implement initiatives to improve the performance of non-aeronautical activities.</p> <ul style="list-style-type: none"> <li>Foster productive relationships with our major business partners to identify potential opportunities through facilitating a minimum of 5 meetings with each major partner per year. <b>Achieved</b></li> <li>Develop and maintain productive relationships with our non-aeronautical business partners and identify opportunities to implement initiatives to improve business performance. <b>Achieved</b></li> </ul>	<p>We continue to work with our airline partners to identify new route opportunities in both the domestic and trans-Tasman markets. We have met with our airline partners regularly and shared with them market information to demonstrate the demand in the market for additional trans-Tasman services. Providing robust market information and creating strong route development cases to present to the airlines will remain a strategic focus for 2017/2018.</p> <p>Through proactive and collaborative work, in 2016/2017, we saw an increase in services and capacity by Air New Zealand, who introduced an extra Dunedin – Auckland direct service on three days of the week. In early 2017, Air NZ announced another direct Dunedin–Auckland service which meant by July this year Dunedin will have three direct services to Auckland on four days of the week. In addition to this, all Wellington services are now operated by A320 jet aircraft and all Christchurch services changed to 68 seater ATR's.</p> <p>The above contributed to 2016–2017 being another records year, with 973,089 passengers travelling through Dunedin Airport, an increase of 7.0% on the previous year</p> <p>We have invested in approximately 20 campaigns with our airline and industry partners focusing on promotion of both domestic and trans-Tasman services in and out of Dunedin.</p> <p>We continue to focus on creating stronger and more collaborative relationships with our airport partners. As part of this strategy we have created a new role of Retail Manager who will work directly with our airport retail and food and beverages partners. We successfully recruited and filled this role in July 2017.</p> <p>Over the year we met with our partners on 30 occasions.</p> <p>We continue to share information with our business partners regarding airline developments to enable them to understand the strategy for airport growth. We have worked closely with our Duty Free partner to drive change within the airport customer proposition and current retail products. A new Airport Manager for Duty Free and Try Otago stores has made a number of changes to both product and customer service which has resulted in increased sales against budget in 2017. We will be seeing a number of changes implemented in both the retail and food and beverage offerings during the next period.</p>
<p><b>Customer Service</b></p> <p>Provide outstanding customer service to our valued customers. Provide high standards of service to our customers and recognise the role the airport plays in connecting our customers to the Dunedin experience.</p> <ul style="list-style-type: none"> <li>Carry out and analyse a minimum of two customer service surveys per annum. <b>Achieved</b></li> <li>Achieve an average rating of “good” across all areas of customer service. <b>Achieved</b></li> </ul>	<p>Customer service surveys are run continuously through the terminal WiFi and results were tracked quarterly to provide information on areas for development or change. An average rating of “good” across all areas of customer service. Survey results are shared internally and with our airport partners.</p>



Performance Targets	Outcome Achieved
<p><b>Infrastructure</b></p> <p>Provide and efficiently maintain infrastructure to meet the needs of our customers.</p> <p>Ensure all airside infrastructure maintenance causes no delays to airline operations.</p> <ul style="list-style-type: none"> <li>No delays to regular scheduled passenger operations.</li> </ul> <p><b>Achieved</b></p> <p>Ensure the future of the airport is protected.</p> <ul style="list-style-type: none"> <li>Promote the airports needs for inclusion in the Second-Generation District Plan.</li> </ul> <p><b>Achieved</b></p>	<p>All airside work is controlled under an approved Method of Work Plan (MOWP) which resulted in no delays to any aircraft operations with any of our airline partners due to airside maintenance work. No airport attributable delays to airline operations during the reporting period.</p> <p><b>Master Plan</b></p> <p>The bulk of planning work for the 20-year airport master plan has essentially reached a conclusion, with the draft master plan due to go out to consultation with DIAL stakeholders in early FY17/18. DIAL are now finalizing the draft master plan and seeking a legal peer review.</p> <p><b>Second Generation District Plan – 2GDP</b></p> <p>We continue to remain engaged with city planners and have submitted on the Dunedin City Council, Second Generation District Plan (2GDP). The main areas of focus remain in:</p> <ul style="list-style-type: none"> <li>Protecting our flight paths and designations for future runway extensions if required.</li> <li>Improving commercial returns from outdoor advertising.</li> <li>Improving conditions for parking footprint extensions.</li> </ul>
<p><b>Human Resources</b></p> <p>To retain and value our employees.</p> <p>To provide relevant training to our staff.</p> <ul style="list-style-type: none"> <li>Ensure recurrent safety training for all staff is provided.</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Allocate 0.1% of revenue to staff training.</li> </ul> <p><b>Achieved</b></p> <p>To recognise and review staff performance.</p> <ul style="list-style-type: none"> <li>Each staff member to have a formal annual performance review.</li> </ul> <p><b>Not Achieved</b></p>	<p>All Required recurrent safety and compliance training for staff has been undertaken which Includes but is not limited to:</p> <ul style="list-style-type: none"> <li>First Aid refresher training.</li> <li>Basic Life Support/Pre-Hospital Emergency Care (PHEC) training for AES staff (refreshers and new staff).</li> <li>Rescue Fire Annual Competency training.</li> <li>Coordinated Incident Management System (CIMS) Level 2 training for AES, Customer Service and Landside Ops staff.</li> <li>Coordinated Incident Management System (CIMS) Level 4 training for Operations leadership team.</li> <li>NZQN Level 3 and Level 4 Health and Safety representative training.</li> <li>Elevated work platform (EWP) training.</li> <li>Fire extinguisher training.</li> </ul> <ul style="list-style-type: none"> <li>\$15,200 was allocated to staff training with \$68,980 (453% of allocation) spent during the year, comprising of:</li> <li>\$57,526 – safety and compliance training</li> <li>\$11,453 – professional development</li> </ul> <p>Annual Employee Performance Reviews have been changed in order to realign them to the financial year and not the calendar year. All annual reviews will now be conducted in July/August each year instead of the previous January/February. This means that all employees annual reviews are to be later by 6 months this year.</p>

Performance Targets	Outcome Achieved
<p>Ensure that our staff are fully engaged with the company's Vision, Purpose and Values.</p> <ul style="list-style-type: none"> <li>Conduct an annual staff engagement survey.</li> </ul> <p><b>Achieved</b></p>	<p>Following on from our first staff engagement survey in 2016 we again conducted a companywide survey in March 2017. The response rate was up from last year to 96% and the engagement score of 70% was also up from 61% previously.</p> <p>The Company's VISION, VALUES and STRATEGIC GOALS were reviewed and discussed with staff for comment and feedback during May 2017.</p>
<p><b>Safety and Compliance</b></p> <p>To make safety our first priority and provide a safe and inclusive airport environment.</p> <p>To work with our staff and stakeholders to maximise safety on site for all staff and visitors:</p> <ul style="list-style-type: none"> <li>Hold a minimum of two airport Health and Safety Committee meetings each year.</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Review the Health and Safety Plan with the Health and Safety Committee each year.</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Review Health and Safety objectives with the Health and Safety Committee each year.</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Attend a minimum of two of our stakeholder's Health and Safety meetings each year.</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Report on Health and Safety management and provide statistical data to the company's monthly board meetings.</li> </ul> <p><b>Achieved</b></p>	<p>Two Health and Safety Committee meetings took place during the year.</p> <p>Health and Safety remains a fixed agenda item on all bi-monthly team meetings.</p> <p>The Health and Safety Plan was reviewed with no changes being implemented, except for update Health and Safety objectives for FY17/18. Revised plan (Amendment 11) Effective 01 July 2017.</p> <p>The company's Health and Safety Objectives for FY17/18 have been approved by the Health and Safety Committee and the senior leadership team, and promulgated in the revised Health and Safety plan as per above.</p> <p>In this reporting period, the DIAL Safety and Compliance Manager has attended the Health and Safety meetings of both our major airline partners and ground crew, and in addition attended Health and Safety meetings for the baggage hall redevelopment and rental car building projects.</p> <p>Health and Safety management is reported via:</p> <ul style="list-style-type: none"> <li>Monthly Board reports with both statistical data and commentary via a Health and Safety dashboard.</li> <li>Safety Alerts/memos issued to relevant stakeholders.</li> <li>Quarterly Board Health and Safety committee established during the reporting period, with increased oversight at a governance level.</li> </ul>
<p>Ensure the Company meets all of its safety, security and environmental obligations.</p> <p>Maintain our CAA operating certificate obligations.</p> <ul style="list-style-type: none"> <li>Successfully achieve compliance in our annual CAA safety and security audits with no major findings.</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Conduct an annual internal audit of our CAA safety and security systems.</li> </ul> <p><b>Achieved</b></p>	<p>The annual CAA Safety Audit was not scheduled within the reporting period. Due to SMS implementation programme, the next CAA Safety Audit is scheduled for November 2017</p> <p>The annual CAA Security Audit undertaken during the reporting period, with no major findings.</p> <p>The annual international Part 139 Audit was undertaken in March 2017, with no major findings.</p>

Performance Targets	Outcome Achieved
<p>Proactively manage Wildlife Hazards</p> <ul style="list-style-type: none"> <li>Strike rate of less than 5 per 10,000 aircraft movements. <b>Not Achieved</b></li> <li>Near-miss strike rate of less than 10 per 10,000 aircraft movements. <b>Not Achieved</b></li> </ul> <p>Maintain our obligations on any current resource consents in place.</p> <ul style="list-style-type: none"> <li>Report as required to the Authority each year on bore water consent RM 11.369.01. <b>Achieved</b></li> <li>Report as required to the Authority on sewage discharge consent 2004.309. <b>Achieved</b></li> <li>Maintain voluntary annual reporting on de-icing fluid usage at the airport. <b>Achieved</b></li> </ul> <p>Maintain high quality dairy farming practices.</p> <ul style="list-style-type: none"> <li>No 'Critical' findings raised by any Fonterra dairy farm inspections. <b>Achieved</b></li> </ul> <p>Maintain food hygiene standards at Momona Garage.</p> <ul style="list-style-type: none"> <li>Maintain grade 'A' food hygiene certificate. <b>Achieved</b></li> </ul>	<p>The <u>12-month moving average strike rate</u> for the April – June 2017 period was 7.4 per 10,000 aircraft movements. This results in Dunedin Airport being classified as medium risk by the Civil Aviation Authority, with a slight upward trend. Pushing this moving average up, was a higher than normal strike rate in the Jul to Dec-16 period the <u>quarterly strike rate</u> for the April-June 2017 period was 3.4 strikes per 10,000 aircraft movements, with no strikes in the previous quarter.</p> <p>The <u>12-month moving average near strike rate</u> for the April – June 2017 was 23 per 10,000 aircraft movements. Quarterly monitoring during the reporting period suggested a lower rate, however the Civil Aviation Authority had incorrectly reported Dunedin Airport near strike date in earlier reporting. Based on the corrected data, Dunedin Airport has exceeded 10 near strikes per 10,000 aircraft movements since the April – June 2015 period.</p> <p>The increase in near-strike reports can be influenced by increased reporting by air crew and/or a real increase in wildlife activity on the airport and surrounding environs. Accordingly, DIAL are commissioning the expertise of an international airport wildlife hazard management agency (AVISURE), to undertake a complete wildlife risk assessment and critical review of DIAL's wildlife hazard management practices. This work is to commence in FY17/18.</p> <p>The annual report for consent RM 11.369.01 for bore water was issued to the Otago Regional Council (ORC) in August 2016. The report was accepted with no issues raised.</p> <p>Monthly reporting and an annual report for consent 2004.309 for sewage discharge was issued to the ORC in April 2017. The report was accepted; however, the ORC remains engaged with DIAL on some exceedances in Phosphorus, Biological Oxygen Demand (BOD) and Ammoniacal Nitrogen levels during the reporting period. The ORC is comfortable with the actions DIAL are taking to remedy this issue, with no enforcement or improvement notices being raised.</p> <p>A voluntary annual report on de-icing fluid usage at the airport was issued to the ORC in January 2017.</p> <p>Both of the airports dairy farms were inspected by Fonterra in April 2017 with no critical findings. The Otokia Rd farm received an 'A-rating' on all measures during the inspection.</p> <p>The Dunedin City Council (DCC) carried out the annual inspection of the Momona Garage in July 2017 and the Grade A certification was maintained.</p>

Performance Targets	Outcome Achieved																								
<b>Financial</b>																									
<b>Performance Monitoring</b> <p>Grow the company's revenues and earnings from its trading activities.</p> <p>Achieve increased revenues from non-aeronautical activities compared to the previous year.</p> <ul style="list-style-type: none"> <li>Increase total non-aeronautical revenue by a minimum of 1.5%.</li> </ul> <p><b>Achieved</b></p> <p>Maintain the company's economic sustainability through the mitigation of business risk.</p> <p>On-going monitoring and refinement of the company's risk strategy.</p> <ul style="list-style-type: none"> <li>Monthly financial report to the Board.</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Quarterly detailed cost centre reports to the Board.</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Quarterly financial statements, cash flows and aircraft passenger activity to the Board and Shareholders.</li> </ul> <p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Six monthly risk analysis undertaken and reported to the Board.</li> </ul> <p><b>Not Achieved</b></p>	<p>Non-aeronautical income (excluding interest income, dividends received, gain on sale of fixed assets, and gains on fair value movements of investments) was 6.5% above last year.</p> <p>The primary reason for this increase was a 7.2% increase in parking revenue against prior years as a result of an increase in the number of domestic flights and passengers. There was no increase in parking fees during the year.</p> <p>Further, airport owned dairy farms recorded a 59.3% increase in revenue against prior year as a result of the dairy industry rebounding from historical lows, and the airport owned garage increased revenue by 9.0%.</p> <p>Monthly and Quarterly Financial Reports were circulated to the Board for review and comment.</p> <p>Quarterly Shareholder Reports including financial statements, cash flows, aircraft and passenger movements are reviewed and approved by the Board prior to being sent to shareholders.</p> <p>Six monthly Statutory Compliance Reports were circulated to the Board for review and comment. However, we are in the process of conducting a full review of our corporate and operational business risks and associated reporting. As such, the Risk Analysis Reports were not prepared.</p>																								
<b>Non-financial</b>																									
<b>Corporate Citizen</b> <p>Be recognised as a positive contributor to our community.</p> <p>Provide sponsorship to community events and organisations.</p> <ul style="list-style-type: none"> <li>Invest 0.25% of revenue to sponsorship.</li> </ul> <p><b>Achieved</b></p>	<p>This year we allocated \$33,000 to the sponsorship of community organisations and events. We distributed \$34,150 to the following organisations/events:</p> <table> <tr> <td>OUSA Beer Festival</td><td>\$4,000</td></tr> <tr> <td>Foodshare</td><td>\$1,450</td></tr> <tr> <td>iD Fashion</td><td>\$7,300</td></tr> <tr> <td>Momona Playcentre</td><td>\$400</td></tr> <tr> <td>Alps 2 Ocean</td><td>\$5,000</td></tr> <tr> <td>Yellow Eyed Penguins</td><td>\$10,000</td></tr> <tr> <td>Orokonui Ecosanctuary</td><td>\$4,000</td></tr> <tr> <td>Cancer Society</td><td>\$500</td></tr> <tr> <td>RSA</td><td>\$500</td></tr> <tr> <td>Surf Life Saving</td><td>\$500</td></tr> <tr> <td>Otago Hospice</td><td>\$500</td></tr> <tr> <td><b>TOTAL</b></td><td><b>\$34,150</b></td></tr> </table>	OUSA Beer Festival	\$4,000	Foodshare	\$1,450	iD Fashion	\$7,300	Momona Playcentre	\$400	Alps 2 Ocean	\$5,000	Yellow Eyed Penguins	\$10,000	Orokonui Ecosanctuary	\$4,000	Cancer Society	\$500	RSA	\$500	Surf Life Saving	\$500	Otago Hospice	\$500	<b>TOTAL</b>	<b>\$34,150</b>
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Orokonui Ecosanctuary	\$4,000																								
Cancer Society	\$500																								
RSA	\$500																								
Surf Life Saving	\$500																								
Otago Hospice	\$500																								
<b>TOTAL</b>	<b>\$34,150</b>																								

Performance Targets	Outcome Achieved
<ul style="list-style-type: none"> <li>Develop a sponsorship strategy.</li> </ul> <p><b>Achieved</b></p>	<p>Our new Sponsorship strategy and process allows for a more proactive and consistent approach to allocating sponsorship funds. The new process requires all sponsorship enquires to be directed through the airport website. All potential partners are requested to provide information on their organisation/event and how this aligns with Dunedin Airport and our brand values.</p>
<p>Engage with our community and share information.</p> <ul style="list-style-type: none"> <li>Conduct a minimum of 10 school or community group visits per year.</li> </ul> <p><b>Achieved</b></p>	<p>11 organised community airport visits were facilitated this year by our airport customer service and Airport Emergency Services teams who welcomed more than 450 adults and children to the airport. These visits continue to be an important part of our community engagement strategy and creating a stronger connection between the airport, City and region.</p>
<p>Initiate opportunities to speak to the community, stakeholders and organisations.</p> <p><b>Achieved</b></p>	<p>We presented in the community on approximately 14 occasions throughout the year which enabled us to tell the airport story and inform the community on the part we play in our region. Regular presentations were given to our City partners allowing us to share airport information that will enable us to identify opportunities for collaboration.</p>
<p>Act as a socially and environmentally responsible corporate citizen.</p> <ul style="list-style-type: none"> <li>Develop and implement sustainable practices for our waste streams.</li> </ul> <p><b>Achieved</b></p>	<p>Our total waste system design was completed with our new waste management service provider, OCS in FY16/17. Implementation of back of house and front of house recycling streams ongoing. Average landfill diversion rate for the reporting period was 13.22% for the airport waste stream, 54.55% for the Momona village and 14.97% overall.</p>
<p>Use NZ manufactured and/or supplied goods where possible.</p> <ul style="list-style-type: none"> <li>In accordance with the Procurement Policy, NZ manufactured or supplied goods will be used wherever possible.</li> </ul> <p><b>Achieved</b></p>	<p>Dunedin Airport only has procurement relationships with organisations outside of New Zealand with the following companies:</p> <p>Three Consulting of Sydney for Aviation Strategy and Route Business case.</p> <p>Tourism Futures – Dunedin Aviation Monitoring Report.</p>

# Dunedin Stadium Property Limited

## Statement of Service Performance for the Year Ended 30 June 2017

The performance targets established in the 2016/17 Statement of Intent for Dunedin Venues Limited, and the results achieved for the Year Ended 30 June 2017 are as follows.

Performance Targets		Outcome Achieved	
<i>Economic</i>			
Statement of Intent is consistent with the objectives of the shareholder.		Achieved. The Statement of Intent is consistent with the objectives of the shareholder.	
Operating activities are compliant with the goals and objectives stated in the Statement of Intent.		Achieved. The operating activities of Dunedin Stadium Property Limited are compliant with the objectives stated in the Statement of Intent.	
Assets are maintained at an operational level.		Achieved. The asset maintenance has been reviewed and is compliant with the asset management timetable.	
Reduce long term debt.		Achieved. The debt has been reduced by \$1,065,000 to \$92,935,000 at the end of the financial year.	
Consult with the shareholder where conflict with the Council’s community outcomes may or could result.		Achieved. There were no matters requiring escalation to the shareholder.	
To report matters of substance to the Shareholder within 5 days of occurrence.		Achieved. There are no matters of substance to report to the shareholder.	
<i>Financial</i>			
<b>Targets</b>			
	\$’000		\$’000
EBITDA	9,206	EBITDA	4,017
Net Loss	(3,096)	Net Loss	(8,233)
Operating Cash Flow	3,987	Operating Cash Flow	(783)
Capital Expenditure	-	Capital Expenditure	19
Term Debt	86,512	Term Debt	92,935
Shareholder’s funds to total assets	49%	<b>Shareholder’s funds to total assets</b>	<b>47%</b>
The financial forecasts in the Statement of Intents were impacted by reduced subventions receipts. The Company is currently working with Dunedin City Holdings Limited and its subsidiary companies on maintaining the cash funding model that has been in place through subvention receipts.			

# Dunedin Venues Management Limited

## Statement of Service Performance for the Year Ended 30 June 2017

The performance targets established in the 2016/17 Statement of Intent for Dunedin Venues Management Limited, and the results achieved for the Year Ended 30 June 2017 are as follows.

Performance Targets		Outcome Achieved	
Safety and Compliance			
Health and Safety Plan has been reviewed.		An external Risk, Health and Safety expert reviewed the current system completing a Gap Analysis Report for action. These actions continue to be implemented focused on safety and continuous improvement.	
Minimum of 11 Health and Safety Committee meetings held per year.		The Health and Safety Committee formally met on two occasions. As a result of the Gap Analysis Review a number of further collective and individual meetings have taken place involving wider stakeholders.	
Engagement of staff on their understanding on Health and Safety procedures.		Staff have been engaged in Health and Safety through the following: <ul style="list-style-type: none"><li>• Inductions for new staff</li><li>• Staff rewards for advanced participation</li><li>• Health and Safety System briefings</li><li>• Providing Risk and Health and Safety technology platforms to operate from</li><li>• Health and Safety awareness presentation for staff</li><li>• Requirement for staff to undertake First Aid training</li></ul>	
TIR rate of <2 incidents per 200,000 hours worked.		The TIR was 6.4 incidents per 200,000 hours worked.	
Facilities and infrastructure are maintained as fit for purpose and in accordance with the Asset Management Plan (AMP) entered into with Dunedin Stadium Property Limited (DSPL).		To ensure Forsyth Barr Stadium complies with the AMP entered into with DSPL, DVML undertakes the following: <ul style="list-style-type: none"><li>• Ensure all warranties and compliance at Forsyth Barr Stadium are maintained as per manufacturers specifications and or local legislation</li><li>• Provide to DSPL for each board meeting updates on the AMP, warranty and compliance and any significant maintenance undertaken</li></ul> Engages respected service providers to carry out works as part of Service Level Agreements	
DVML is not in breach of its statutory obligations.		There were no identified breaches of statutory obligations during the year.	
Financial			
Targets		Achievement	
	\$'000		\$'000
EBITDA	962	EBITDA	956
Net Profit After Tax	280	Net Profit After Tax	299
Operating Cash Flow	630	Operating Cash Flow	(1,996)
Capital Expenditure	450	Capital Expenditure	507
Term Loans	400	Term Loans	-
Shareholder's funds to total assets	0.22 : 1	Shareholder's funds to total assets	0.24 : 1
Dividend	-	Dividend	-



Performance Targets	Outcome Achieved												
Achieve a 15:1 return on investment of the Event Attraction Fund.	<div>The overall return on investment of the Event Attraction Fund for 2016/17 was :</div> <table><tr><th>Event</th><th>Benefit (\$000)</th><th>Return</th></tr><tr><td>D1 Drifting</td><td>800</td><td>13:1</td></tr><tr><td>Black Caps vs South Africa</td><td>1,200</td><td>9:1</td></tr><tr><td>Bulldogs/Warriors</td><td>2,100</td><td>11:1</td></tr></table>	Event	Benefit (\$000)	Return	D1 Drifting	800	13:1	Black Caps vs South Africa	1,200	9:1	Bulldogs/Warriors	2,100	11:1
Event	Benefit (\$000)	Return											
D1 Drifting	800	13:1											
Black Caps vs South Africa	1,200	9:1											
Bulldogs/Warriors	2,100	11:1											
Economic benefit to Dunedin City is increased.	Total Economic Benefit generated at Forsyth Barr Stadium was \$4.1 million (2016: \$21.9 million). There were 3 major concerts in the 2015/16 financial year and one All Blacks test match which resulted in the high economic impact figure for 2015/16. As there were no concerts or an All Blacks test match in 2016/17, this resulted in the decrease in economic impact between the two years. No economic impact analysis was performed for the Highlanders vs Lions game in June 2017.												
Marketing and Business Objectives													
Improved contribution to DVML’s financial performance and reputation for service excellence.	DVML has engaged and worked with a number of suppliers to enhance event experience. Two notable examples were The Village Green experience offered at the Black Caps vs South Africa Test Match, which offered a cutting edge corporate experience. The second was Women You Can Bank On which offered a platform to deliver next generation event experiences and opportunities to showcase our sponsors.												
Increasing the number and value of hire days in DVML’s venues by 10% as a result of providing a more flexible offering.	There was a total of 504 events representing 603 event days during the year. This was slightly below 2016 however all Community Event Funding was fully utilised.												
We have established a benchmark for monitoring effectiveness across all digital platforms.	During the year the Company refurbished the company’s websites, expanded social media channels including the reach and engagement of content on the social media platforms, integrated digital campaigns into the greater marketing campaign, and expanded into digital media via video content in new media, e.g. on demand advertising, Stuff and Fairfax, and social media platforms.												
A full calendar of quality events across all DVML’s venues that provide economic benefit and positive community engagement to Dunedin City.	There was a total of 504 events (2016: 549 events) representing 603 event days (2016: 644 event days). Economic benefit from major events at Forsyth Barr Stadium and the University of Otago Oval was \$4.1 million (2016: \$21.9 million).												
Survey Commercial Partners for satisfaction level – minimum 80% satisfaction to be achieved.	No survey of commercial partners was conducted in the 2016/17 financial year, it will be completed by the end of 2017.												
Achieve a 75% renewal rate for member contracts that are due for renewal in the financial year. Achieve 75 new memberships.	The renewal rate of members contracts up for renewal in 2016/17 was 80%. A total of 142 memberships were sold during the year.												
Survey Members for satisfaction level – minimum 80% satisfaction to be achieved.	A survey of members showed Members’ satisfaction level of 93%.												
Human Resources													
Attract and retain key staff.	Staff turnover was 11% for the year. During the year, two additional positions were created upon securing the University of Otago Oval turf maintenance contract.												
Succession plans are in place.	Ongoing staff professional development is focussed on career pathways and succession planning.												

Performance Targets		Outcome Achieved																													
<b>Shareholder</b>																															
Submit annually DVML's Statement of Intent having given consideration to Dunedin City Council's expectations.		DVML's Statement of Intent was submitted within Dunedin City Holdings Limited timeframes after taking into consideration the requirements of Dunedin City Holdings Limited.																													
Dunedin City Council satisfaction.		The Dunedin City Council has advised it is satisfied with DVML's reports and communications.																													
<b>Social and Environmental</b>																															
Positive community feedback and less than two LGOIMA requests annually.		There were no LGOIMA requests in the year to 30 June 2017.																													
Report to the Dunedin City Council 6 monthly on the application of the Service Level Agreement for Community Event Funding to ensure it is applied efficiently and caters to a variety of events and community groups.		Two reports were provided to the Dunedin City Council on the application of the Service Level Agreement for Community Event Funding. One for the 6 months to 31 December 2016 and a further one for the full year to 30 June 2017.																													
Senior management conduct a minimum of 5 speaking engagements.		Senior management conducted five speaking engagements for the year.																													
<b>Economic Development Strategy</b>																															
Achieve a minimum of \$5m visitor spend per each major event (>10,000 pax) for Dunedin City.		The Economic Impact for major events in the year to 30 June 2017 were as follows: <table><tr><td><b>Event</b></td><td><b>Economic Benefit</b></td></tr><tr><td></td><td><b>\$'000</b></td></tr><tr><td>D1 Drifting</td><td>800</td></tr><tr><td>Black Caps v South Africa</td><td>1,200</td></tr><tr><td>Bulldogs v Warriors</td><td>2,100</td></tr><tr><td>Total</td><td>4,100</td></tr><tr><td colspan="2">The Economic Impact for major events for the previous year was as follows:</td></tr><tr><td><b>Event</b></td><td><b>Economic Benefit</b></td></tr><tr><td></td><td><b>\$'000</b></td></tr><tr><td>Neil Diamond</td><td>3,500</td></tr><tr><td>Fleetwood Mac</td><td>7,400</td></tr><tr><td>Black Sabbath</td><td>2,700</td></tr><tr><td>All Blacks v Wales</td><td>8,300</td></tr><tr><td>Total</td><td>21,900</td></tr></table>		<b>Event</b>	<b>Economic Benefit</b>		<b>\$'000</b>	D1 Drifting	800	Black Caps v South Africa	1,200	Bulldogs v Warriors	2,100	Total	4,100	The Economic Impact for major events for the previous year was as follows:		<b>Event</b>	<b>Economic Benefit</b>		<b>\$'000</b>	Neil Diamond	3,500	Fleetwood Mac	7,400	Black Sabbath	2,700	All Blacks v Wales	8,300	Total	21,900
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Total	21,900																														
Achieve minimum 80% satisfaction rating through surveys of all major events (>10,000 pax).		The following satisfaction and attendance numbers were achieved in the year to June 2017:																													
60% of attendees of all major events (>10,000 pax) to come from outside of Dunedin City.		<table><tr><td><b>Event</b></td><td><b>Satisfaction</b></td><td><b>% Attend outside of Dunedin</b></td></tr><tr><td>D1 Drifting</td><td>92%</td><td>47%</td></tr><tr><td>Black Caps vs South Africa</td><td>N/A</td><td>51%</td></tr><tr><td>Bulldogs/Warriors</td><td>86%</td><td>57%</td></tr></table>		<b>Event</b>	<b>Satisfaction</b>	<b>% Attend outside of Dunedin</b>	D1 Drifting	92%	47%	Black Caps vs South Africa	N/A	51%	Bulldogs/Warriors	86%	57%																
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D1 Drifting	92%	47%																													
Black Caps vs South Africa	N/A	51%																													
Bulldogs/Warriors	86%	57%																													
Dunedin City is successful in bidding for major events that gain positive exposure for Dunedin City, create economic benefit and serve the community's needs.		The Company bid for and secured 3 major events at Forsyth Barr Stadium and the University of Otago Oval, being D1 Drifting, Black Caps v South Africa Test Match Cricket and an in season Canterbury Bulldogs vs NZ Warriors NRL game. Additional to this there were 7 major conferences and conventions held at the Dunedin Centre for LGNZ, Volunteer Chief and Deputy Fire Officers, NZ First, NZNO Perioperative Nurses, Sweet Adelines, NZSSD and IPWEA NZ.																													

Performance Targets	Outcome Achieved
<i>Environment Strategy</i>	
Recycled waste is increased by 10% from the previous year.	In the previous year 43% of waste was recycled at the Dunedin Centre and Forsyth Barr Stadium. For the period July 16 to November 30% of waste was recycled. A new waste management Service Provider was engaged in October 2016. Excluding organic recycling a total of 52% of waste was recycled. Including organics the total level of recycling for November 2016 to June 2017 was 70%.
Improve energy efficiency.	A number of initiatives occurred during the year; replacing light fittings as they fail with LED; ensuring any chillers that are not required during off peak periods are being turned off; and a review of gas usage at the Dunedin Centre to ensure efficient usage. The Company engages an external party in the delivery of further operational efficiencies.
<i>Arts and Culture Strategy</i>	
The number of community event days is increased from the previous year.	In both the 2016/17 and the 2015/16 years, the full value of the community access fund was utilised by the community. In 2016/17 this resulted in a total of 79 events with 43,979 people attending or participating. In 2015/16 there was a total of 126 events with 33,131 people attending or participating.

# Taieri Gorge Railway Limited

## Statement of Service Performance for the Year Ended 30 June 2017

The performance targets established in the 2016/17 Statement of Intent for Taieri Gorge Railway Limited, and the results achieved for the Year Ended 30 June 2017 are as follows.

Performance Targets	Outcome Achieved
<b>Safety and Compliance</b>	
There is a target of a minimum of 3 Board Health and Safety meetings and 9 Staff Health and safety meetings.	Achieved. There have been 4 Board Health and Safety Committee meetings and 10 staff Health and Safety Committee meetings during the year all minuted.
Safety System and Risk Register has been reviewed/audited.	Achieved. The annual Safety Audit was completed in November 2016 and the Risk Register is undergoing a continuous review.
Monthly Board reports contain and Health and Safety report.	Achieved. Included in every monthly Board report.
To pass the Safety Audit and be issued with a Rail Service Licence.	Achieved. Completed November 2016 and Rail Service Licence retained.
A minimal accident record not exceeding four work related lost time injuries per 100,000 hours worked.	Achieved. There were three work related accidents with less than 100,000 hours worked by staff in the year.
<b>Financial</b>	
Revenue increase and a financial result which is at least break even.	Achieved. Revenue increased by 5.5% and a profit was achieved.
Bank debt reduced from previous year.	Not Achieved. The net cash situation deteriorating by \$1,662.
Monthly passenger activity to the Board. Financial risk analysis undertaken and mitigation measures reported to the Board as required.	Achieved. Included in monthly reports with forward projection showing month ahead and comment/measures where required on financial exceptions.
<b>Marketing and Business</b>	
Invest in a minimum of 2 promotional campaigns a year with industry partners.	Achieved. Participated in the Auckland trade show and Australian winter campaign with Enterprise Dunedin.
Carry at least 80000 passengers on no fewer than 700 trips per annum.	Achieved. There were 87,094 passengers carried on 729 trips.
Increase in trips to new destinations.	Achieved. Two Southern Rail Tour trips during the year are trips to new destinations.
<b>Customer Service</b>	
Monitor Trip Advisor to ensure customer satisfaction levels of 85% or better.	Achieved. Current satisfaction level is 90%.
Investigate the introduction of a new customer service survey.	Achieved. New customer survey introduced May 2017.
<b>Infrastructure</b>	
No delays to regular scheduled passenger operations.	Achieved. Increased re-sleeper programme, tunnel safety restrictions and bridge improvement programme has resulted in delays to train services.
Continuation of and development of an Asset Management Plan.	Achieved. The Vault system has been successfully introduced and developed during the year.
<b>Human Resources</b>	
Increase level of staff training and to update staff files to show individual training records.	Achieved. Staff training is now listed for the first time with training records entered into our Asset management system.
Each senior staff member has a formal annual performance survey.	Not achieved.
Develop an annual staff engagement survey.	Achieved. Carried out late 2016.

Performance Targets	Outcome Achieved
No breaches of EEO policy.	Achieved. No adverse comments on this issue during the year.
Staff turnover not to exceed 15%.	Achieved. Staff turnover was 10.8%.
<b>Shareholders</b>	
In the annual company's Statement of Intent consideration having been given to shareholders' expectations.	Achieved. In accordance with new DCC/DCHL policy this report substantially elongated to ensure shareholder requirements are reported.
Number of matters that have been escalated to shareholders.	Achieved. There have been no items to report but, as part of the no-surprises policy, a new section has been included in monthly Board reports to shareholders to stage-set any such events.
Number of substantive "no-surprises" matters that have been reported to shareholders within 24 hours.	Achieved. None needed to be reported but action initiated as in the previous item.
<b>DCC Strategies</b>	
<b>Social and Wellbeing</b>	
Number of volunteer hours to host trips in the year. Continue with a Memorandum of Co-Operation with OETT for the use of volunteer staff.	Achieved through use of volunteers with 7,629 volunteer hours recorded versus 7,198 in the previous year. The Memorandum of Co-operation with OETT was renewed during the year.
Free train tickets given to community organisations/events. Continuation of relationship with Cadbury and Childcare Association to run train trips for their events. Agree for access to the station/train for community activities.	Achieved. Free tickets continue to be issued, Cadbury and schools and kindergartens continue to have trips and we have agreed for music and dance groups to use Dunedin Railway Station.
Run train services to rural and coastal areas of Dunedin and Otago.	Achieved. Continuation of train services to inland rural areas and on the coastline north of Dunedin
"Grade A" Dunedin City Council Food Hygiene certificate achieved. What measures are in place to keep staff and visitors safe?	Achieved. A Grade rating maintained. Safety System and Plan maintained by company to cover staff and visitor safety.
Annual Leave balance stable or falling.	Achieved. Balance reduced by 3.1% in spite of increased payroll.
<b>Economic Development</b>	
Domestic and international income earned maintained or grows per annum. To stay in the top 5 out of 37 on Trip Advisor.	Achieved. Current rating is 3rd out of 51 Dunedin tours.
Number of Board meetings the "Emerging Director of the Year" winner attends.	Not achieved. The initiative did not involve TGRL during this year.
What initiatives have been introduced to increase numbers from cruise ships? Growth in percentage of customers from outside the city?	Shore excursion brochures distributed to each ship, pull up posters and marketing flash drives supplied to most ships. Increase of 3.15% in customers on daily train from outside Dunedin.
New Marketing Plan introduced during the year. Develop a customer survey to evaluate customer perceptions. Evidence of participation in Enterprise Dunedin marketing campaigns.	Not achieved. New Marketing Plan delayed. Customer survey introduced early 2017. Participated in Auckland Australia campaigns with Enterprise Dunedin.
Continue with Track and Trail train and coach service from and to Queenstown.	Achieved with the service running daily in the tourist season.
<b>Environment</b>	
Recycle plastic/cardboard waste generated.	Achieved. Recycling of plastic/cardboard and glass carried out during the year.
Weed control operation carried out.	Achieved with weed control operation during the Spring period.
How many passengers per litre of fuel compared to previous year?	Not achieved. Reduction in services from 743 to 729.

Performance Targets	Outcome Achieved
<b>Arts and Culture</b> <p>Work with ID Fashion committee to ensure event can happen at Dunedin Station while train operations continue.</p> <p>Maintain a heritage plaque at Dunedin Railway Station and report to the City any station building heritage deterioration.</p> <p>To increase number of train services within the city from the previous year.</p>	<p>Achieved. Event took place Dunedin Railway Station March 2017 with extensive liaison TGRL/ID.</p> <p>Achieved. Heritage plaque on platform and regular verbal liaison with DCC on station issues.</p> <p>Not achieved. There is a goal to improve passenger numbers per litre of fuel used but there was a reduction of 1.4% in this this statistic over the year as a result of the new safety requirement to have 2 locomotives per train.</p>
<b>Spatial Plan</b> <p>To make Dunedin look good measured by the number of trains run and the Trip Advisor rating for the train services.</p> <p>Investigate use of biodiesel.</p> <p>The Company does not disturb the heritage nature of aspects of the line measured by any complaints.</p> <p>What work has been completed in the Taieri Gorge on weed control?</p> <p>Retention of in-house maintenance teams.</p> <p>Retention of an accessible carriage and access ramps.</p>	<p>Achieved. There were 729 trips run during the year and the Trip Advisor rating has been maintained during the year.</p> <p>Achieved. Investigated but no regular supplier who can deliver to the train in Dunedin.</p> <p>Achieved. All efforts taken to protect heritage and no complaints received on this matter.</p> <p>Achieved. Carried out by contractor over the summer months.</p> <p>Achieved. Both the Workshop and Track and Structures maintenance teams retained during the year.</p> <p>Achieved. Carriage P with wheelchair lift available as required daily and access ramps at Dunedin Station for all trains.</p>
<b>Parks and Recreation</b> <p>Running trains to the Strath Taieri to connect with the Rail Trail and provision of toilet facilities at Pukerangi and Middelmarsh and on the train.</p> <p>Continuation of the annual Walk the Gorge initiative.</p>	<p>Achieved. Liaison throughout the year with rail trail operators and continuing rail trail business with these operators. Toilets on every train and continued provision of toilets at Pukerangi and Middelmarsh.</p> <p>Achieved with the event taking place on 7 May 2017.</p>
<b>Integrated Transport</b> <p>Taking passenger freight on suitable vans and investigating opportunities for bulk freight transport.</p> <p>Maintenance of a regular train/coach tourist service to and from Queenstown and a train service to and from Oamaru.</p>	<p>Achieved. Van on all trains for passenger freight and investigation during the year into bulk freight transport from Middelmarsh.</p> <p>Achieved. Track and Trail train/road service ran throughout the tourist season and monthly trips to and from Oamaru continued.</p>
<b>Parks and Recreation</b> <p>No discharges into waterways from operations.</p>	<p>Achieved. No known discharges and no issues with ORC on this matter.</p>