

Introduction

This section of the Annual Report describes the services provided by the Council and shows the results of service performance monitoring and measurement for the Council's groups of activity. Services are grouped into 12 groups of activity based on their primary community outcome contribution.

We describe how each group of activity fits into our strategic framework including links with community outcome and major strategies, the results of any outcome monitoring that the group has responsibility or ability to influence, and a summary of the results of service performance measurement for the group. We outline the service rationale for the activities in the group, 'What we provide', and show the service performance measurement results by level of service statement along with explanations regarding achievement/non-achievement of measures. We also provide an outline of some of the service achievements or effects we have had on the community during the year. A comparison of capital expenditure budgets vs actuals and a funding impact statement completes the information for each group.

Communit	zy outcome	Group of Activity	Activity			
	A thriving and diverse economy	Economic Developent	Economic Development	Visitor Centre		
		and City Promotion	Marketing Dunedin	Dunedin Centre		
		City Investment	Investment Account	City Property		
			Waipori Fund	Investment		
	A connected city	Roading and Footpaths	Transportation	Parking Operations (Citipark)		
				Parking Enforcement		
	A safe and healthy city	Water Supply	Water			
		Sewerage and Sewage	Wastewater			
<u> </u>		Stormwater	Stormwater			
nt cit		Solid Waste	Solid Waste			
ilier	A distinctive built environment	City Planning and	City Development			
l res	A valued and protected natural	Regulatory Services	Resource Consents			
anc	environment		Regulatory Services			
able	A supportive community	Community	Cemetaries and	Warm Dunedin		
tain		Development and Support	Crematorium	Housing		
A sustainable and resilient city		Support	Events and Community Development	City Property Miscellaneous		
			Civic Leadership and Administration	City Property Operational		
			Civil Defence			
	A vibrant and creative city	Museums, Libraries and Art Gallery	Dunedin Public Libraries	Dunedin Public Art Gallery		
	A city of learning		Toitū Otago Settlers Museum and Dunedin Chinese Garden	Otago Museum Levy		
	An active city	Sport, Recreation and	Aquatic Services	Parks and Reserves		
		Leisure	Botanic Gardens			

Corporate Support Activities: Business Information Services, City Property Management, Fleet Operations (Citifleet), Corporate Leadership, Corporate Policy Team, Council Communications, Customer Service Agency, Finance, Human Resources.

Changes to the Activity Group structure since the previous LTP

The group structure has been revised since the 2012/13 LTP to better align the activities with outcomes and purpose/function. This has resulted in 12 groups instead of the previous 11 groups.

The changes include:

- Splitting the Economic Development and City Promotion group into two groups Economic Development and City Promotion; and City Investment.
- City Property Operational Portfolio and City Property Miscellaneous Portfolio have been moved to the Community Development and Support group.
- The former Personal Safety grouping has been deleted and the Regulatory Services activities moved into a new group called Planning and Regulatory Services which is composed of City Development, Resource Consents and Regulatory Services. Civil Defence has been moved into the Community Development and Support group.
- Administration services which previously sat in the Corporate Support activity group has been relocated to the Community
 Development and Support group and combined with the Civic Leadership activity.

Some of the groups of activity are set by the Local Government Act 2002 and the Department of Internal Affairs and are known as mandatory groups of activity. These groups also have mandatory performance measures. These groups are Roading and Footpaths, Water Supply, Sewerage and Sewage and Stormwater. Each of these groups contain a single activity related to the function and service provided to the groups – transportation, water, wastewater and stormwater services.

Civil Defence Emergency Management

The Civil Defence Emergency Management activity changed in November 2016 with the Emergency Management staff being employed by Emergency Management Otago, with the responsibility of ensuring the city is meeting its obligations under the Civil Defence Emergency Management Act 2002. Maintaining operational facilities and resources and the provision of Council staff to work within the Emergency Operations Centre continues to be a Council function, overseen by the General Manager Strategy and Governance.

Otago Section 17A Project

Section 17A of the Local Government Act 2002 requires all councils to undertake reviews of the cost-effectiveness of current arrangements for delivering services unless a legal or cost-benefit exemption applies. Reviews must consider specific options which would involve one or more other councils, including jointly owned Council Controlled Organisations (CCOs) or shared services arrangements.

The Otago Mayoral Forum resolved in November 2015 to coordinate service reviews across the six Otago councils, including the Otago Regional Council. A high-level review commissioned by the Otago Mayoral Forum considered all activities undertaken by each council, combining these into 28 'regional activity groups' to enable consistent analysis of the potential costs and benefits of alternative arrangements.

One of these groups, Civil Defence and Emergency Management, moved from assessment to implementation of a joint regional model during the year. Another three groups were identified as having regional benefits with a strong potential to exceed the costs of review, being Solid Waste, Waterways and Harbours, and Regulatory Services. A further eleven regional activity groups were identified as having uncertain potential benefits, however it was recommended that Three Waters and Land Transport be subject to further assessment, with reviews of the other nine groups proceeding only when the first reviews are completed, or next required to be reviewed by section 17A. The remaining 13 groups were assessed as having limited potential benefits and were not recommended for review until next required by section 17A.

The Otago Mayoral Forum accepted these recommendations on 11 November 2016, and each Otago council subsequently adopted resolutions to participate only in the three recommended detailed reviews and two further benefits assessments. Otago council chief executives are now individually sponsoring project groups established to conduct the detailed reviews and the status of each review is discussed further below.

Solid Waste: The detailed review of Solid Waste formally commenced on 29 June 2017 between the project group and contracted advisers, Morrison Low. The first two work phases are to be completed with Morrison Low reporting to the project group by 28 August 2017. At that meeting the group will also detail requirements for the third phase of the review, identifying the long list of options and short listing the preferred options.

Regulatory Services: The Regulatory Review team has identified six regulatory areas where further collaboration and process change can be promoted across the region and/or between interested councils. These areas are in Animal Control, Parking, Freedom Camping, Alcohol, Environmental Health management, and Bylaws. It is proposed to focus on alcohol and freedom camping as areas of high common interest as the first areas for review, and a programme to review each of these is underway. Key areas for both are creating common information platforms, joint enforcement and monitoring and more effective use of staff across districts. The next step is to convene the relevant regulatory staff and scope the term of reference and timeframe for each review.

Three Waters: A cross-council group of senior managers has started a review of potential options for shared services in 'three waters' service provision in Otago. The first step is an assessment of current state, including contracts in place across the region's councils, which is underway. Following this will be development of options, and an assessment of costs and benefits of those that are viable.

Transportation: A project team of senior managers has been created to carry out a review of transportation. There has already been a lot of background work carried out on potential shared services for transportation in Otago and Southland involving councils in the regions and NZTA. The project team will build on this information in developing options and assessing cost and benefits.

Harbour and Waterways: The harbour and waterways activity has commenced with the appointment of a full-time dedicated and trained harbourmaster. While this role has some regulatory functions with commercial maritime activity, the role is also to coordinate safe recreational water use.

Residents' Opinion Survey

The Residents' Opinion Survey is one of the Council's main methods of measuring performance.

The 2017 Residents' Opinion Survey (ROS) again utilised a sequential mixed-mode methodology. However, for the first time, from July 2016 the ROS was conducted continuously over the year, rather than in a two month window over May and June. In all other respects the ROS methodology remains unchanged from previous years.

Conducting the ROS continuously involved writing to 400 residents randomly selected from the electoral roll each month, and inviting them to complete the survey online. After two weeks, non-responding individuals were sent a reminder postcard, followed by a self-complete paper questionnaire with a freepost reply address a further one and a half weeks later.

In total, 1232 responses were obtained over the course of twelve months, giving a response rate of 25% and a margin of error of +/-2.8% at the 95% confidence interval. Previous ROS response rates were 29% in 2016, 25% in 2015, 28% in 2014, 25% in 2013, 17% in 2012, and 20% in 2010/11.

These responses were analysed and are reported as the primary data set. This data set represents the results that the Council reports in its Annual Reports.

Technical Note: Not all survey respondents answer all questions. The 2017 Dunedin Residents' Opinion Survey has been conducted using standard analytical methods. Where the number of responses received to a specific question is less than the total number of responses, those who have not responded are considered to either not know, or not have a relevant response to the question. As such, the analysis of responses, and of satisfaction levels, is generated based on the number of valid responses to that question.

The full results and results from previous years are available at www.dunedin.govt.nz/ros.

Satisfaction Scale

As in 2016, a 10 point scale was applied under the existing five satisfaction scale labels as shown below. This allows respondents to indicate degrees of satisfaction in each category. The results are still presented at the five point level and either a 'Don't Know' or 'Not at all' option was available on questions as appropriate.

Very dissatisfied Dissatisfied Neutral		Satisfied		Very satisfied					
1	2	3	4	5	6	7	8	9	10

Abbreviations used in this section:

ROS - Residents' Opinion Survey - the Council's annual survey of residents' satisfaction with services.

BERL - Business and Economic Research Limited.

Council - Dunedin City Council.

Economic Development and City Promotion

The Council's Economic Development and City Promotion group consists of the following activities:

Economic Development Unit

• Visitor Centre } These three activities are collectively known as Enterprise Dunedin

Marketing Dunedin

• Dunedin Centre

How does this group fit into our strategic framework?

This group contributes to the 'Thriving and diverse economy' community outcome and supports the city's Economic Development Strategy: By Dunedin for Dunedin and Beyond 2013 - 2023 (EDS).

Outcome:	Thriving and diverse economy Where Dunedin has an ambitious, prosperous, diverse and resilient economy that builds on its strengths and is:
Priorities:	 A city that grows businesses and industries through added value/productivity. A city that encourages employment opportunities for everyone. A city that actively attracts visitors, skilled staff and entrepreneurs and investors. A city that encourages creativity, research and entrepreneurial excellence. A city that builds alliances between local businesses, community, education and research providers that offer mutual benefit.

Progress against this outcome is measured by monitoring:

Indicator	Target	Actual 2016/17	Actual 2015/16	Data Source
Growth in full-time equivalent jobs	at least 2% growth per year	1% growth in filled jobs, March 2016 (Infometrics)*	1.1% (BERL)	Infometrics/ BERL
Growth in real GDP per capita	at least 2.5 % growth per year	1.4% GDP growth June 2017 (Infometrics)*	1.8% (BERL)	Infometrics/ BERL
Growth in the number of Dunedin Businesses awarded Callaghan Institute Research and Development Grants	at least 10% growth per year	4 business awarded Callaghan R&D Grants + 7 Getting Started Grants	10 businesses	Callaghan Institute
Growth in total visitor nights	at least 1% growth per year	0.7% decrease on 2015/16	2.9% increase on 2014/15	CAM**
Growth in the value of international education	\$330 million by 2023	\$117 million (2015/16) Education New Zealand	Not measured. Data available at a regional level only	Education NZ

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

Summary of Group Service Performance Results

Activity	Number of measures	Number of measures achieved	Number of measures not achieved	Number of measures not measured	% of measures achieved
Economic Development and City Promotion	4	3	1	0	75%
Totals:	4	3	1	0	75%

^{**} Commercial Accomodation Monitor

Economic Development and City Promotion

What we provide:

Enterprise Dunedin leads four of Dunedin's Economic Development Strategy (EDS) projects and is a partner in all other EDS projects. It also monitors and evaluates the Grow Dunedin Partnership and the effectiveness of the EDS.

- The Economic Development Team has the strategic overview, leading the coordination, development, monitoring and supporting the implementation of the economic initiatives of the EDS and the Grow Dunedin Partnership.
- · Marketing Dunedin plays a key role in talent, education and investment attraction activity.
- The i-SITE/Visitor Centre provides visitors with an accessible, accurate booking and information service to encourage spend and meet customer expectations. This is provided daily in a central city office, on cruise days at a satellite site at Port Otago and for special events from a desk at the event site.

How do we measure performance?

Performance Measure	Data Source	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15	Achievement		
Level of Service: Enterprise Dunedin provides business sector support and coordinates the marketing of the city for tourism and education and attracting investment and skilled migrants								
Percentage of clients satisfied with the work of the Economic Development Unit	Internal Survey	≥50%	64%	Not recorded	New measure from 2015/16	Achieved. ¹		
Percentage growth in Dunedin's total visitor nights	CAM*	1.6% increase on previous year	2.3% 921,512 to Dec 2016	2.9% 900,424 to Dec 2015	5.9% 874,904 to Dec 2014	Achieved. ²		
Dunedin's market share of total NZ convention capacity (percentage increase on previous year)	Convention Activity Survey	5% increase on previous year	3% market share to Dec 2016	3.7% market share to Dec 2015	New measure 2015/16	Not achieved. ³		
Percentage of external customers satisfied with the i-SITE/Visitor Centre	Internal Survey	≥95%	97%	94%	94%	Achieved. ⁴		

^{*} Commercial Accommodation Monitor

Explanations:

- 1. The 2016/17 result is the first time that this has been measured and establishes a baseline.
- 2. Total visitor nights to year ending December 2016 was 921,512, or a 2.3% increase on 2015/16.
- 3. Dunedin conference events for the year ending Dec 2016 was down by 14%. The total NZ convention capacity contracted by 14%, and Dunedin's share of this market remained constant against last year.
- 4. This was a pleasing result highlighting the attention being given to quality customer service over the last year.

Some of our achievements in 2016/17:

Business and business internships – Dunedin hosted an event on 10 May, introducing the Centre for Space Science Technology as part of New Zealand Tech week.

The Sexy Summer Jobs internship programme successfully placed 46 internships during the past year, resulting in 32 interns being employed during the programme (compared with 25 in 2015/16) with 22 new positions created.

Cruise ship visits – Visitor experience was enhanced by Port Otago's new multi-purpose cruise terminal/warehouse. This meant that first-time passengers had a dry facility out of the wind where i-SITE staff and volunteers could greet them with information and assistance on how they could spend their day in Dunedin. The city welcomed 76 ships carrying 144,450 passengers. Cruise ship visitors represent 23% of the i-SITE Visitor Centre turnover.

Good Food Dunedin - Enterprise Dunedin's food resilience activity is now known as Good Food Dunedin, and the Good Food Dunedin website (www.goodfooddunedin.com) was launched in October 2016 promoting economic, social and environmental priorities. Collaboration and engagement through business clinics and with Food Innovation Network staff in Dunedin and Christchurch, and along with local and national stakeholders, resulted in a Night Noodle Market held 22-26 February 2017 with 50,000 people attending.

Project China – Education remains a key focus for Project China activities, with Chinese international secondary and tertiary students currently contributing over \$20 million per annum through fees and living costs alone. The sister city agreement with Shanghai was renewed until 2018 and new friendship city agreements were signed with Qingdao and Qingyuan in March and May 2017.

Media Hosting Results - Enterprise Dunedin hosted and facilitated international and national media, with an estimated reach to more than 780 million people globally with an estimated advertising value (EAV) of approximately \$8.8 million.

Otago Regional Business Partnership (RBP) – This partnership, led by Enterprise Dunedin, the Otago Chamber of Commerce and Otago Southland Employers Association, continued to support businesses across the region during 2016–2017. Over 275 Otago businesses were engaged through the RBP programme with 31 new companies engaged in the Callaghan Programme (receiving support through grants, global expert searches and other services). 112 Otago businesses received business mentor support, while the wider RBP partnership achieved consistently high net promoter scores measuring satisfaction over the course of the year.

Excellence award - In May the Dunedin i-SITE Visitor Centre won a Trip Advisor Excellence award for Customer Service.

Capital Expenditure

New Capital	Note	2016/17 Actual \$'000	2016/17 Budget \$'000
Economic Development - GigCity Living Hub Equipment	5	99	_
Economic Development - Kiosks	6	50	-
		149	
Total Capital		149	

Explanation of variance

5 & 6. Expenditure is offset against by operational budgets.

Economic Development and City Promotion

Income Statement for the Year Ended 30 June 2017

Actual 2016 \$000		Actual 2017 \$000	Budget 2017 \$000
	Revenue		
4,369	General rates	3,641	3,641
500	Commercial/economic development/tourism	500	500
1,018	External operating revenue	1,124	952
5,887	Total revenue	5,265	5,093
	Expenditure by outputs		
1,794	Economic Development	2,487	2,563
1,579	Marketing Dunedin	1,869	1,522
740	Dunedin Centre	-	-
1,271	Visitor Centre	1,279	1,252
5,384	Total expenditure	5,635	5,337
503	Net surplus/ (deficit)	(370)	(244)
	Expenditure by inputs		
2,078	Staff costs	2,410	2,253
3,235	Operational costs	3,137	3,063
-	Loan interest	-	-
71	Depreciation	88	21
5,384	Total expenditure	5,635	5,337

Dunedin City Council: Funding Impact Statement for Year Ended 30 June 2017 for Economic Development and City Promotion

2016 Long-Term		2017 Actual	2017 Long-Term
Plan Budget		rictuar	Plan Budget
\$000		\$000	\$000
	Sources of operating funding		
4,369	General rates, uniform annual general charges, rates penalties	3,641	4,166
500	Targeted rates	500	513
-	Subsidies and grants for operating purposes	-	-
931	Fees and charges	1,124	944
-	Internal charges and overheads recovered	7	-
	Local authorities fuel tax, fines, infringement fees, and other receipts	_	
5,800	Total operating funding	5,272	5,623
	Application of operating funding		
4,374	Payments to staff and suppliers	4,613	4,163
-	Finance costs	_	-
1,244	Internal charges and overheads applied	943	1,275
180	Other operating funding applications	_	180
5,798	Total application of operating funding	5,556	5,618
2	Surplus/(deficit) of operating funding	(284)	5
	Sources of capital funding		
_	Subsidies and grants for capital expenditure	_	_
-	Development and financial contributions	-	-
-	Increase/(decrease) in debt	-	-
-	Gross proceeds from sale of assets	-	-
-	Lump sum contributions	-	-
-	Other dedicated capital funding	-	-
_	Total sources of capital funding	_	_
	Application of capital funding		
	Capital expenditure		
_	- to meet additional demand	_	_
_	- to improve the level of service	149	_
_	- to replace existing assets	_	_
_	Increase/(decrease) in reserves	_	_
2	Increase/(decrease) of investments	(433)	5
2	Total application of capital funding	(284)	5
(2)	Surplus/(deficit) of capital funding	284	(5)
	Funding balance		
	i unumy balance	<u>_</u> _	

City Investment

The Council's City Investment group consists of the following activities:

- Waipori Fund
- Investment Account
- City Property Investment

How does this group fit into our strategic framework?

This group contributes to the 'Thriving and diverse economy' community outcome and supports the city's Economic Development Strategy: By Dunedin for Dunedin and beyond 2013 – 2023.

Outcome:	A thriving and diverse economy
	Where Dunedin has an ambitious, prosperous, diverse and resilient economy that builds on its strengths.

Summary of Group Service Performance Results

Activity	Number of measures	Number of measures achieved	Number of measures not achieved	not	% of measures achieved
City Investment	5	2	3	0	40%
Totals:	5	2	3	0	40%

City Investment

What we provide:

The Waipori Fund provides the Council with a source of non-rates income by maximising the Fund income while protecting the Fund's capital base, subject to the income needs of the Council, capital growth and investment risks.

The Investment Account provides the Council with a transparent place where the dividends from Council-owned companies are received, and where differences between actual and planned revenues and expenditures are reported.

The City Property Investment portfolio provides the Council with an assured source of non-rates income and increased asset values. There are two main reasons for the Council's involvement in investment property:

- statutory requirement Dunedin City Endowment Land Act requires the Council to retain the endowment property capital in property.
- providing a source of external non-rates funding this reflects the Council's desire to expand external funding sources to minimise rate burdens on citizens.

The investments made within this group are designed to provide the Council with an ongoing non-rates revenue stream over a long period of time.

How do we measure performance?

Performance Measure	Data Source	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15	Achievement
Level of Service: The Waipori Fund achie	ves the annua	l target for no	n-rates incom	e for offsetting	g against rates	requirements
Cash received	Annual Financial Reporting	\$3.66 m	\$3.76m	\$3.66m	\$3.42m	Achieved. ¹
Level of Service: The Investment Accoun	nt receives bu	dgeted divider	ıd			
Dividend received from Council-owned companies: (Interest on Shareholders' Advance plus dividend from DCHL)	Annual Financial Reporting	\$5.9 m	\$5.9 m	\$5.9 m	\$10.45 m	Achieved. ²
Level of Service: The City Property Inves	stment portfo	lio generates r	eturns that ca	n be offset ag	ainst rates req	uirements
Percentage variance from budgeted dividend	Annual Financial Analysis	≥budget \$4.9 m	\$4.1m	\$4.6m	\$5.0m	Not achieved. ³
Level of Service: The City Property Inves	stment portfo	lio generates r	eturns that ca	n be offset ag	ainst rates req	uirements
Return on investment	Annual Financial Analysis	Provision of a long term moving average return greater that the DCC's average cost of capital	6.70%	4.97%	Measure revised from 2015/16	Not achieved. ⁴
Percentage overall occupancy	Internal Property Records	≥95%	94.8%	94.5%	99%	Not achieved. ⁵

Explanations

- 1. Net cash received from the fund was 3% higher than budgeted.
- 2. Interest on advance only received, as budgeted. No dividend sought or received.
- 3. The actual result was 20% less than the target.
- 4. This is the second year in the calculation of the moving average return. The portfolio provided a return just below the cost of capital. (The cost of capital was 6.8%.)
- 5. The presence of vacant properties for disposal in the portfolio negatively impacted the investment property occupancy measure.

Capital Expeliciture	Note	2016/17 Actual \$'000	2016/17 Budget \$'000
New Capital			
Wall Street		(4)	_
Crawford Street Property Purchase		133	_
		129	_
Renewals			
Property – Investment Renewals	6	11	358
		11	358
Total Capital		140	358

$Explanation\ of\ variance$

 $^{6. \ \} Completion \ of \ fit-out \ and \ compliance \ work \ will \ be \ undertaken \ in \ the \ 2017/18 \ year..$

City Investment

Income Statement for the Year Ended 30 June 2017

Actual 2016 \$000		Actual 2017 \$000	Budget 2017 \$000
	Revenue		
4,949	General rates	5,381	5,124
20,269	External operating revenue	21,486	19,259
	Unrealised investment property gains	2,150	2,035
25,218	Total revenue	29,017	26,418
	Expenditure by outputs		
1,424	Waipori Fund	849	141
4,581	Property Investment	3,223	2,417
2,572	Investment Account	233	1,748
8,577	Total expenditure	4,305	4,306
16,641	Net surplus/ (deficit)	24,712	22,112
	Expenditure by inputs		
168	Staff costs	50	(408)
5,601	Operational costs	3,262	2,157
2,806	Loan interest	993	2,557
2	Depreciation		
8,577	Total expenditure	4,305	4,306

Dunedin City Council: Funding Impact Statement for Year Ended 30 June 2017 for City Investment

2016 Long-Term Plan Budget \$000		2017 Actual \$000	2017 Long-Tern Plan Budge \$000
φοσο		Ψ000	φου
5,550	Sources of operating funding	6 102	E E E
5,550	General rates, uniform annual general charges, rates penalties Targeted rates	6,103	5,550
_	Subsidies and grants for operating purposes	_	•
4,528	Fees and charges	17,649	3,91
1,087	Internal charges and overheads recovered	890	1,08
1,007	Local authorities fuel tax, fines, infringement fees, and other receipts	890	1,00
11,165	Total operating funding	24,642	10,549
11,165	rotal operating funding	24,042	10,54
	Application of operating funding		
2,994	Payments to staff and suppliers	2,872	3,05
3,211	Finance costs	1,182	3,108
756	Internal charges and overheads applied	506	750
_	Other operating funding applications		
6,961	Total application of operating funding	4,560	6,91
4,204	Surplus/(deficit) of operating funding	20,082	3,634
	Sources of capital funding		
_	Subsidies and grants for capital expenditure	_	
-	Development and financial contributions	_	
(1,303)	Increase/(decrease) in debt	(1,042)	(1,266
-	Gross proceeds from sale of assets	_	
-	Lump sum contributions	-	
-	Other dedicated capital funding	_	
(1,303)	Total sources of capital funding	(1,042)	(1,266
	Application of capital funding		
	Capital expenditure		
-	– to meet additional demand	-	
-	- to improve the level of service	129	
350	- to replace existing assets	11	35
_	Increase/(decrease) in reserves	_	
2,551	Increase/(decrease) of investments	18,900	2,01
2,901	Total application of capital funding	19,040	2,36
(4,204)	Surplus/(deficit) of capital funding	(20,082)	(3,634
(-,,			

Roading and Footpaths

The Council's Roading and Footpaths group consists of the following activities:

- Transportation
- Parking Operations
- Parking Enforcement

How does this group fit into our strategic framework?

This group contributes to the 'Connected community' community outcome and supports the Dunedin City Integrated Transport Strategy 2013 (ITS).

Outcome:	A Connected Community
	Dunedin's communities are connected by safe, effective transportation and communications, linked locally, nationally and internationally.
Priorities:	Dunedin's transport network is integrated and responsive to changing needs and future challenges.
	Dunedin is safe and easy to get around for cyclists and pedestrians.

Progress against this outcome is measured by monitoring:

Indicator	Target	Actual 2016/17	Actual 2015/16	Data Source
Increase in length of cycle lanes (on and off road)	Increase in length on previous year	Increase of 0.7km on 2015/16 result	Total length: 73.50 km	Analysis of annual works completed
Road crash statistic measures				
Number of injury crashes (Number of casualties*)	Decrease on previous year	Crashes: 301 (Casualties: 404)	Crashes: 291 (Casualties: 380)	NZTA Dunedin City Road safety report
Number of pedestrian vs vehicle casualties	Decrease on previous year	Casualties: 39	Casualties: 23	NZTA Dunedin City Road safety report
Number of cyclist vs vehicle casualties	Decrease on previous year	Casualties: 18	Casualties: 15	NZTA Dunedin City Road safety report

^{*}Note: number of casualties is on average 1.27 times number of crashes.

Summary of Group Service Performance Results

Activity	Number of measures	Number of measures achieved	Number of measures not achieved	measures not	% of measures achieved
Roading and Footpaths	18	10	8	0	56%
Totals:	18	10	8	0	56%

Roading and Footpaths

What we provide:

The **Transportation** activity is responsible for the city's long and short term transportation needs and the management of activities on roads and adjacent land that may affect the safety of users and the integrity of the asset.

- Planning to ensure the city's long term transportation needs are met.
- Maintaining the condition of the existing network within service level expectations.
- · Renewing assets that have reached the end of their functional life and constructing new assets where required.
- Managing the safe operation of the road network through traffic controls and education.
- Regulating and issuing consents for the appropriate use of the public road corridor.

We do this to plan for and provide a safe, reliable, efficient, integrated, environmentally acceptable and sustainable transport network for the movement of people and goods throughout Dunedin.

Parking Operations manages three car park buildings and all Council on-street and off-street car parks (leased and casual) including parking meters and payment machines. We provide this service to ensure the availability of parking spaces through the management of car park buildings; and off-street leased and casual carparks.

Parking Enforcement is responsible for promoting desired parking behaviour and the availability of parking spaces through the enforcement of parking regulations. A six-day service operates between the hours of 7am and 5pm Monday to Friday and 10am and 4pm on a Saturday. Parking enforcement also manages abandoned vehicles and ensures owners of businesses comply with the 'Commercial Use of Footpaths Policy' in relation to the placement of street furniture, goods and portable signs.

How do we measure performance?

Performance Measure	Data Source	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15	Achievement
The transport network facilitates safe tra	vel					
The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network expressed as a number. (DIA Mandatory Reporting Measure)	NZTA Dunedin City Road safety report	Reducing	7 fewer fatality and serious injury crashes	1 more fatality and serious injury crash	New Measure	Achieved. ¹
The transport network facilitates comfo	rtable travel					
The average quality of ride on local sealed road network measured by smooth travel exposure. (DIA Mandatory Reporting Measure)	RAMM, NZTA	Smooth travel exposure ≥80%	80%	80%	81%	Achieved. ²
The network is maintained in responsive	manner					
Percentage of service requests relating to roads and footpaths to which the response is provided within five working days. (DIA Mandatory Reporting Measure)	Customer Service Agency Records	≥90%	86%	72%	New Measure	Not achieved.3
The transport network facilitates sustai	nable mainten	ance				
Percentage of sealed road network that is resurfaced. (DIA Mandatory Reporting Measure)	Work achieved reports	Target (m2) equating to 6% of network	4.33% of the network	5.5% of the network (59 km)	New Measure	Not achieved.4
The transport network facilitates active	travel					
Percentage of footpaths within the level of service standard adopted by the Council in its Asset Management Plan. (DIA Mandatory Reporting Measure)	RAMM Rating	≤15% of network is rated poor or very poor	22.5%	13%	New Measure	Not achieved. ⁵

Performance Measure	Data Source	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15	Achievement
Percentage of residents satisfied with the suitability of the road network for cyclists throughout the city.	ROS	≥28%	28%	28%	30%	Achieved. ⁶
Percentage of residents satisfied with condition of footpaths throughout the city.	ROS	≥57%	51%	51%	57%	Not achieved. ⁷
Percentage of residents satisfied with the ease of pedestrian access throughout the city.	ROS	≥65%	72%	75%	73%	Achieved. ⁸
The transport network facilitates access	ibility					
Percentage of residents satisfied with parking availability in the central city (This measure was changed to measure satisfaction rather than dissatisfaction from 2015/16)	ROS	≥45%	33%	35%	34% (Very dis- satisfied or dis- satisfied)	Not achieved. ⁹
The transport network facilitates efficier	nt travel					
Percentage of residents satisfied with condition of roads throughout the city.	ROS	≥60%	49%	52%	53%	Not achieved. ¹⁰
Average travel time by vehicle on five ke	y urban routes	s at peak time	(am):			
Route 1–St Clair to Octagon	Travel Time Survey	Route 1: 15 min	Route 1: 9 min	Route 1: 10 min	Route 1: 10 min	Achieved. ¹¹
Route 2–Normanby to Octagon	Travel Time Survey	Route 2: 15 min	Route 2: 9 min	Route 2: 10 min	Route 2: 10 min;	Achieved. ¹²
Route 3-Mosgiel to Octagon	Travel Time Survey	Route 3: 22 min	Route 3: 17 min	Route 3: 17 min	Route 3: 17 min	Achieved. ¹³
Route 4-Brockville to Octagon	Travel Time Survey	Route 4: 15 min	Route 4: 7.41 min	Route 4: 8 min	Route 4: 8 min;	Achieved. ¹⁴
Route 5-Waverley to Octagon	Travel Time Survey	Route 5: 15 min	Route 5: 9 min	Route 5: 14 min	Route 5: 12 min	Achieved. ¹⁵
The transport network facilitates safe tra	ivel					
Percentage of residents satisfied with condition of the streetlights throughout the city.	ROS	≥75%	68%	67%	78%	Not achieved. ¹⁶
Car parking is available and meets the n	eeds of users					
Percentage of residents satisfied with availability of metered on-street parking in the central city. (measure changed to measure 'satisfaction' from 2015/16)	ROS	≥40%	36%	39% (ROS satisfied or very satisfied)	34% (ROS dis- satisfied or very dis- satisfied)	Not achieved. ¹⁷
Level of Service: Parking regulations are	enforced	,				
Percentage of residents dissatisfied with the fairness and attitude of parking officers.	ROS	≤20%	19%	18%	19%	Achieved. ¹⁸

Explanations

1. A safety improvement programme is delivered each year that looks to address engineering improvements to areas of the network identified as high risk. In the 2016/17 year there were 43 fatalities and serious injury crashes compared with 50 fatalities and serious injury crashes during the 2015/16 year. In 2016, NZTA changed their data reporting timeframes from the calendar year to the financial year and this means that there are inconsistencies with data for the 2016 period.

- 2. 80% of the sealed network meets a comfortable travel experience as measured through the roughness of the road surface. This is no change from the prior year and within target of 80%. The maintenance renewal programme was 100% delivered in 2016/17.
- 3. 86% of service requests were responded to within five working days, a 14% improvement on the prior year 2015/2016. This is largely due to improvements made to internal processes.
- 4. 4.33% of the sealed network was re-surfaced in the year, a 1.17% decrease on prior year and below the target of 6%. The target reflects the expected average seal life of approximately 13 years, however this varies depending on various factors such as the composition of the seal and road use. In 2016/17 the programme was reduced to accommodate spend required in other renewal programmes, however a catch up on investment is planned from 2017/18.
- 5. 22.5% of the footpath network is rated as in poor or very poor condition. This is a 9.5% decrease on the prior year and below the target of 15%. Investment in footpath replacements will be a focus from the 2017/18 financial year to improve standards.
- 6. 28% of residents are satisfied with the suitability of the road cycling network, no change on prior year and on target of 28%. Further cycleway work is planned for 2017/18.
- 7. 51% of residents are satisfied with the condition of footpaths throughout the city. This shows no change from the prior year. Increased investment in footpath renewal is planned for 2017/18.
- 8. 72% of residents are satisfied with the ease of pedestrian access throughout the city which shows a decrease of 3% from the prior year but is within the target of 65%. The Central City upgrade proposed in the LTP seeks to address safety and pedestrian access in the city.
- 9. 33% of residents are satisfied with parking availability in the central city. This is a decrease of 2% from the prior year and below the target of 45%. The result of this measure is trending down. There has not been a significant reduction in parking availability in the city centre.
- 10. 49% of residents satisfied with the condition of roads, a decrease of 3%. Levels of Service will be reviewed as part of the LTP process.
- 11. Travel times remain consistent and within target over the previous three years indicating consistently reliable travel times.
- 12. Travel times remain consistent and within target over the previous three years indicating consistently reliable travel times.
- 13. Travel times remain consistent and within target over the previous three years indicating consistently reliable travel times.
- 14. Travel times remain consistent and within target over the previous three years indicating consistently reliable travel times.
- 15. Travel times remain consistent and within target over the previous three years indicating consistently reliable travel times.

 Travel time surveys are conducted each year in March over a three day period. Results are best analysed over a period of time as opposed to year on year changes due to the frequency of the surveys. Traffic flows are continually monitored at high volume intersections and intervention strategies, such as adjusting traffic signal timings, are made to improve traffic flows and prevent bottlenecks.
- 16. 68% of residents are satisfied with the condition of street lights on the network. This shows a 1% improvement from the prior year but is below the target of 75%. Planning for a LED upgrade of the street lights is underway.
- 17. 36% of residents satisfied with availability of metered on-street parking, which is a decrease on the previous year. There has been no significant changes to parking in the central city.
- 18. This target was achieved. With on-going staff training and the introduction of body worn cameras it is hoped that resident satisfaction will increase.

Some of our achievements in 2016/17:

Pedestrian crossings - Walking in the city is safer with more tactile pedestrian crossings for those with visual impairments throughout the city and the installation of two three-dimensional crossings in the tertiary precinct area.

Portobello/Harington Point Road improvements – Designs for road safety improvements along Portobello and Harington Point Roads are complete with construction due to begin in late 2017.

Cycleways – Cycleways planning is underway in the central city to improve connections between New Zealand Transport Authority's (NZTA's) State Highway 1 one–way separated cycleway system and from the city to the harbour.

Mud tanks - Cleaning of the entire mud tank network was completed to ensure better drainage of stormwater throughout the city.

Works completed in 2016/17 included:

Slip Repairs: 95 metres of rock shoring was completed on Hatchery Road with remaining slip work to be carried out in 2017/18.

Retaining walls: 60 metres of retaining wall structure was completed at the "two car slip" on Highcliff Road to restore the road to two lanes. A further 73 metres was completed on St Leonards Drive.

Seawall: A total of 2.6 kilometres of seawall repair was completed during the year.

Bridge renewals: Structural repairs on nine structures began in the 2016/17 year with five of these completed and three still underway. Construction on Mt Ross bridge was scheduled for completion in 2017/18 but was completely destroyed during the July 2017 weather event.

Footpaths: A total of 25 kilometres of footpath was resurfaced during the year. This was 12.4 kilometres of footpath more than was completed in 2015/16.

Kerb and channel: 3.4 kilometres of kerb and channel repair was completed.

Capital Improvements:

Jetty Street Pedestrianisation: Some design work for this project, which involves closing Jetty Street to most traffic, was completed during the year, with physical works planned for 2017/18.

Capital Expenditure

	Note	2016/17 Actual \$'000	2016/17 Budget \$'000
New Capital			
*Central City Project		239	406
*Minor Improvements		1,102	1,318
*Mosgiel East	19	273	608
*Strategic Cycle Network	20	974	1,772
*Weir Road Tidewater		(31)	_
Emergency Works – Slip Repairs	21	989	_
Roading Miscellaneous Works		193	122
Street Lighting Improvements		41	30
Subdivision Property Purchase		-	31
*Portobello and Harrington Point Road Improvements	22	960	9,520
*Mosgiel West B	23	_	983
*Traffic Services	24	-	3,041
Puddle Alley Intersection	25	357	_
Cycle Trail Land		12	
		5,109	17,831
Renewals			
*Carriageway Resurfacing	26	3,075	4,157
*Major Drainage Control		1,373	1,217
*Shape Correction: Pavement Rehabilitation		2,538	2,433
*Structure Component Replacement		1,658	1,571
Carriageway Resurfacing Non-subsidised	27	422	_
Footpath Resurfacing		1,753	1,713
Traffic Services Renewal		431	568
*Gravel Road Re-metaling		608	760
Pay and Display machines	28	1,029	308
Electronic Ticket Writers		74	123
		12,961	12,850
Total Capital		18,070	30,681

Explanation of variance

- 19. The total budget was not required in the 2016/17 year.
- 20. The timing of expendidture on cycleways was delayed to reflect the focus on utilising the Urban Cycle Fund. The budget has been increased in the 2017/18 year.
- 21. Unbudgeted work relating to the June 2015 weather event.
- 22. Physical work on the Peninsula Connection project will be underway in the 2017/18 year.
- 23. Budget was not required in the 2016/17 year.
- 24. The timeframe for delivery of the LED street lights is delayed to reflect a more realistic programme following a decision on the type of lights to be used.
- 25. Safety work on the Puddle Alley intersection is funded in part by savings in the Minor Improvements budget.
- 26. Savings in this project have been applied to the June 2015 slip repairs.
- 27. Unbudgeted expenditure on carpark resurfacing including the Railway Station, Moana Pool and the Botanical Garden.
- 28. Parking meter upgrades were required earlier than anticipated in order to enable electronic receipting.

Roading and Footpaths

Income Statement for the Year Ended 30 June 2017

Actual 2016 \$000		Actual 2017 \$000	Budget 2017 \$000
	Revenue		
18,743	General rates	18,660	18,660
29	Private street lighting rate	29	29
17,387	External operating revenue	19,103	17,907
8,302	Vested assets	3,418	-
6,847	External capital revenue	7,493	14,844
51,308	Total revenue	48,703	51,440
	Expenditure by outputs		
35,762	Transportation	39,486	37,369
2,770	Citipark	2,811	2,861
1,969	Parking Enforcement	2,029	2,034
40,501	Total expenditure	44,326	42,264
10,807	Net surplus/ (deficit)	4,377	9,176
	Expenditure by inputs		
3,505	Staff costs	3,268	4,035
17,083	Operational costs	20,459	18,107
1,069	Loan interest	1,014	1,014
18,844	Depreciation	19,585	19,108
40,501	Total expenditure	44,326	42,264

Dunedin City Council: Funding Impact Statement for Year Ended 30 June 2017 for Roading and Footpaths

2016 Long-Term Plan Budget \$000		2017 Actual \$000	2017 Long-Tern Plan Budge \$000
	Sources of operating funding	Ψ000	φσσ.
18,743	General rates, uniform annual general charges, rates penalties	18,660	19,962
29	Targeted rates	29	29
8,408	Subsidies and grants for operating purposes	8,715	8,670
2,639	Fees and charges	7,160	2,619
486	Internal charges and overheads recovered	92	498
3,146	Local authorities fuel tax, fines, infringement fees, and other receipts	2,829	3,216
33,451	Total operating funding	37,485	34,994
	Application of operating funding		
19,338	Payments to staff and suppliers	20,133	19,599
1,263	Finance costs	1,014	1,359
3,690	Internal charges and overheads applied	3,686	3,782
_	Other operating funding applications	_	-
24,291	Total application of operating funding	24,833	24,740
9,160	Surplus/(deficit) of operating funding	12,652	10,254
	Sources of capital funding		
9,310	Subsidies and grants for capital expenditure	7,493	15,519
224	Development and financial contributions	399	227
(150)	Increase/(decrease) in debt	(387)	5,388
-	Gross proceeds from sale of assets	-	-
-	Lump sum contributions	-	-
-	Other dedicated capital funding	-	-
9,384	Total sources of capital funding	7,505	21,134
	Application of capital funding		
	Capital expenditure		
541	- to meet additional demand	318	2,192
6,376	- to improve the level of service	4,791	15,639
11,470	- to replace existing assets	12,961	12,850
_	Increase/(decrease) in reserves	-	-
157	Increase/(decrease) of investments	2,087	707
18,544	Total application of capital funding	20,157	31,388
(9,160)	Surplus/(deficit) of capital funding	(12,652)	(10,254)
	Funding balance		

Water Supply

The Council's Water Supply group consists of the following activities:

Water

How does this group fit into our strategic framework?

This group contributes to the 'A safe and healthy city' community outcome and strategic direction is primarily provided by the 3 Waters Strategic Direction Statement.

The water supply activity also supports the Council's strategic framework as follows:

- Spatial Plan by identifying infrastructure-based constraints on development and activity.
- Economic Development Strategy by ensuring that infrastructure planning supports economic growth.
- The water supply activity is expected to support the Environment Strategy through efficient use of natural resources, supporting catchment biodiversity and appropriate management of treatment discharges.

Outcome:	A safe and healthy city
	Where Dunedin is a clean, green, crime-free city where people feel safe and enjoy a healthy lifestyle.
Priorities:	Dunedin has resilient water supply, wastewater and storm water infrastructure that meets best practice environmental standards.

Summary of Group Service Performance Results

Activity	Number of measures	Number of measures achieved	Number of measures not achieved	measures not	measures
Water Supply	9	7	2	0	78%
Totals:	9	7	2	0	78%

Water Supply

What we provide:

The water activity provides drinking quality water to homes and businesses in Dunedin and some outlying areas.

- The Council's water supply service consists of four service areas: metropolitan Dunedin and the three outlying areas of West Taieri, Outram and Northern Schemes (now fed from Mount Grand).
- The water supply network includes 21,000 hectares of water catchment, 1,367 km of pipeline; 30 pumping stations, 57 reservoirs (raw and treated) and 10 operational treatment plants.

How do we measure performance?

Reporting on community outcomes and level of service performance measures that relate specifically to Water Supply has been replaced by reporting on mandatory measures. These measures were formulated by the Department of Internal Affairs (DIA) in accordance with section 261B of the Local Government Act 2002 and apply to all councils.

Performance Measure		Data Source	Target 2016/17	Result 2016/17	Result 2015/16	Achievement
Level of Service	: The water is safe to drink					
The extent to which the local authority's	a) part 4 of the drinking- water standards (bacteria compliance criteria).	Internal reporting	Bacteriological compliance – Yes to all	95%	Yes	Not achieved.1
drinking water supply complies with:	(b) part 5 of the drinking- water standards (protozoa compliance criteria).	Internal reporting	Protozoa compliance – Yes to all	99%	Outram – No All others – Yes	Not achieved. ²
Level of Service	: Water resources are used eff	iciently and sust	ainably			
The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this).		Internal reporting	≤ 20%	19%	32%	Achieved.³

Calculation Method:

- 1. Treatment station production minus non-domestic minus domestic minus known unbilled
 - = Estimated non-revenue water
- 2. Estimated non-revenue water/periods production from treatment plants
 - = Percentage real water loss

1 creemage real water 1005								
Level of Service: Service calls are responded to promptly								
Where the local authority attends a callout in response to a fault or unplanned	a) attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site.	Internal reporting	60 minutes	37 minutes	39 minutes	Achieved.4		
interruption to its networked reticulation system, the following median response times are measured:	b) resolution of urgent callouts: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption.	Internal reporting	240 minutes	108 minutes	108 minutes	Achieved.⁵		

Performance Me	easure	Data Source	Target 2016/17	Result 2016/17	Result 2015/16	Achievement				
	c) attendance for non- urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site.	Internal reporting	3 days	0.86 days	0.78 days	Achieved. ⁶				
	d) resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption.	Internal reporting	5 days	1.27 days	1 day	Achieved. ⁷				
The total	Level of Service: The water tastes and looks pleasant									
number of complaints	Drinking water clarity	Internal reporting	Not applicable	85 complaints	91 complaints	Not applicable				
received by the local authority about any of	Drinking water taste	Internal reporting	Not applicable	5 complaints	0 complaints	Not applicable				
the following:	Drinking water odour	Internal reporting	Not applicable	9 complaints	5 complaints	Not applicable				
	Level of Service: Water is supplied at adequate pressure									
	Drinking water pressure or flow	Internal reporting	Not applicable	124 complaints	106 complaints	Not applicable				
	Level of Service: The water supply is reliable									
	Continuity of supply	Internal reporting	Not applicable	351 complaints	438 complaints	Not applicable				
Level of Service	: The Council is responsive to	customer conce	rns							
The total number of complaints received by the local authority about any of the following:	The local authority's response to any of these issues, expressed per 1000 connections to the local authority's networked reticulation system	Internal reporting	Not applicable	15 complaints	0 complaints	Not applicable				
	Total complaints expressed per 1000 connections to the local authority's networked reticulation system	Internal reporting	<15 per 1000 connections	13.16 per 1000 connections	14.9 per 1000 connections	Achieved. ⁸				
Total number of	rated properties for water sup	ply as at 30 Jun	ne 2017: 43,601							
Level of Service	: Water resources are used effi	ciently and sust	ainably		T					
_	sumption of drinking water lent within the territorial 	Internal reporting	<240 litres per day	227 litres per day	184 litres per day	Achieved.9				

Note: There is an error in the way that the targets for measures relating complaints received were applied in the Long Term Plan 2015/16 - 2024/25. Only the total number of complaints is required to be expressed per 1,000 connections. As this is a cumulative measure targets are not required for the indivdual component measures. Any category of complaint with a relatively high number of complaints is commented on individually in the Explanation section.

Explanations

1. The Old Borough Yard bore had a positive pre-treatment e.coli result on the 1st June 2016 and, as this non-compliance result stays with the plant for 12 months, the distribution zones of East Taieri, Kinmont and Quarry Hill were non-compliant during that timeframe. This was removed from effect on the 1st June 2017. The Apr-Jun 2017 quarter saw 100% bacteriological compliance. This is due to the UV installation at Outram so full compliance with drinking water standards was achieved at the plant. Also previous e.coli transgressions at a couple of the bores were at the bore heads and not detected in reticulation meaning the bores are still at full security and therefore get a compliant grade.

- 2. Non-compliances earlier in the year are due to Outram not having any protozoa treatment. Outram was upgraded during the compliance year and UV installed which will ensure protozoal compliance at this plant in future. Other non-compliances are due to missed samples (frozen sampling taps, construction works), and a positive e.coli result on the 1st June 2016 which stayed with the plant for 12 months in the distribution zones of East Taieri, Kinmont and Quarry Hill. This was removed from effect on the 1st June 2017. The Apr-Jun 2017 quarter saw 100% protozoa compliance. This is due to the UV installation at Outram so full compliance was achieved with drinking water standards at the plant. Also previous e.coli transgressions at a couple of the bores were at the bore heads and not detected in reticulation meaning the bores are still at full security and therefore get a compliant grade.
- 3. Dunedin does not have metered residential usage, and therefore water loss can only be estimated using an estimate of residential usage. The target was achieved of less than 20% water loss and this is likely due to the decreasing number of watermain breaks from an improved renewals programme.
- 4., 5., 6. & 7. The target was achieved in the 2016/17 year due to excellent systems and processes in place for customer call outs.

 The targets were met by the contractor City Care Ltd.
- 8. The target of under 15 complaints per 1000 connections was achieved. An improved renewals programme has resulted in an overall decrease in water supply complaints.
- 9. This continues to meet the target. However the usage is up on last year and this could be due to the milder winter. This figure is an estimated value based on a sample of metered residential usage.

Some of our achievements in 2016/17:

Outram Water Treatment Plant Upgrade - The upgrade to the Outram Water Treatment Plant upgrade has now been completed. All of the Council's water treatment plants are now compliant with drinking water standards set by the Ministry of Health.

Pressure reducing valves – A number of areas of the city have extremely high water pressure due to the hilly topography. This increases the amount of water that leaks from pipes and also shortens the life of the infrastructure and increases the risk of breaks. The Council is working through a programme of installing pressure reducing valves. A valve has been installed on the Ramrock Road distribution pipeline to extend its life and reduce the number of water supply interruptions to customers in Waikouaiti.

Security of Supply Strategy - This strategy includes several linked projects over an extended period to mitigate the risk of failure of the Taieri Bridge, causing loss of the Deep Creek and Deep Stream supply pipes. Without the projects identified in the Security of Supply Strategy, if the Taieri Bridge crossing collapsed, the hill suburbs of Dunedin would go without water after approximately 20 days. Repairs to the bridge would take several months to implement during which time tankered water would be needed to supply the hill suburbs. Once all projects are completed, the hill suburbs could be supplied with water indefinitely (potentially with water restrictions) in the event that the bridge failed. The second project of the rehabilitation of the Ross Creek Dam to allow Ross Creek to be brought back into service is well underway.

Water network renewals – Work has started on a project to replace almost five kilometres of old and poorly performing water pipes in Waikouaiti. The work will improve the water supply to the town, with better flows for fire fighting and fewer burst pipes and unplanned shutdowns. Issues with water pressure and discolouration should also improve.

Capital Expenditure	Note	2016/17 Actual \$'000	2016/17 Budget \$'000
New Capital			
Asset Management Information System (AMIS)		63	156
Security of Supply	10	1,169	4,806
Water – Risk, Compliance and Efficiency		315	109
Water Network – Augmentation and Efficiency		(78)	104
		1,469	5,175
Renewals			
Water – Network Renewals	11	2,963	5,158
Water – Raw Water, Supply and Plant Renewals	_	173	1,687
	-	3,136	6,845
Total Capital	-	4,605	12,020

Explanation of variance

- 10. Ross Creek Reservoir reinforcement works is now underway and will be completed in the 2017/18 year.
- 11. The Kaikorai Valley stage three project was delayed due to only one tender being received with costs well above the original estimate. The project scope is being re-drafted and the contract re-tendered.

Water Supply

Income Statement for the Year Ended 30 June 2017

Actual 2016 \$000		Actual 2017 \$000	Budget 2017 \$000
	Revenue		
19,242	Citywide water rate	19,242	19,242
5,271	External operating revenue	6,006	5,502
-	External capital revenue	-	-
640	Vested assets	2,157	_
25,153	Total revenue	27,405	24,744
	Expenditure by outputs		
24,637	Water	25,974	25,498
24,637	Total expenditure	25,974	25,498
516	Net surplus/ (deficit)	1,431	(754)
	Expenditure by inputs		
3,392	Staff costs	3,800	3,654
10,518	Operational costs	10,573	10,981
1,401	Loan interest	1,438	1,447
9,326	Depreciation	10,163	9,416
24,637	Total expenditure	25,974	25,498

Dunedin City Council: Funding Impact Statement for Year Ended 30 June 2017 for Water Supply

2016 Long-Term Plan Budget		2017 Actual	2017 Long-Term Plan Budget
\$000		\$000	\$000
	Sources of operating funding		
_	General rates, uniform annual general charges, rates penalties	_	-
19,242	Targeted rates	19,242	19,917
-	Subsidies and grants for operating purposes	_	-
5,583	Fees and charges	5,889	5,796
-	Internal charges and overheads recovered	_	_
_	Local authorities fuel tax, fines, infringement fees, and other receipts	_	-
24,825	Total operating funding	25,131	25,713
	Application of operating funding		
11,335	Payments to staff and suppliers	12,431	11,797
1,565	Finance costs	1,438	1,563
2,233	Internal charges and overheads applied	1,942	2,289
	Other operating funding applications		
15,133	Total application of operating funding	15,811	15,649
9,692	Surplus/(deficit) of operating funding	9,320	10,064
	Sources of capital funding		
_	Subsidies and grants for capital expenditure	_	-
180	Development and financial contributions	117	187
(1,125)	Increase/(decrease) in debt	(793)	3,083
_	Gross proceeds from sale of assets	_	-
-	Lump sum contributions	_	-
	Other dedicated capital funding	_	-
(945)	Total sources of capital funding	(676)	3,270
	Application of capital funding		
	Capital expenditure		
55	- to meet additional demand	172	762
939	- to improve the level of service	1,297	4,413
6,310	- to replace existing assets	3,136	6,845
-	Increase/(decrease) in reserves	_	-
1,443	Increase/(decrease) of investments	4,039	1,314
8,747	Total application of capital funding	8,644	13,334
(9,692)	Surplus/(deficit) of capital funding	(9,320)	(10,064)
_	Funding balance		

Sewerage and Sewage

The Council's Sewerage and Sewage group consists of the following activities:

Wastewater

How does this group fit into our strategic framework?

This group contributes to 'A safe and healthy city' community outcome by ensuring that urban wastewater is collected from homes and businesses and treated for safe disposal. Strategic direction for wastewater is primarily provided by the 3 Waters Strategic Direction Statement.

The wastewater activity also supports the Council's strategic framework as follows:

- Spatial Plan by identifying infrastructure-based constraints on development and activity.
- Economic Development Strategy by ensuring that infrastructure planning supports economic growth and that trade waste charging is fair and equitable.
- The wastewater activity is expected to support the Environment Strategy through ensuring that wastewater is effectively treated and appropriately disposed of. The use of biosolids (the solid waste remaining after wastewater is treated) as a resource for energy generation is also likely to support the Environment Strategy.

Outcome:	A safe and healthy city Where Dunedin is a clean, green, crime-free city where people feel safe and enjoy a healthy lifestyle.
Priorities:	Dunedin has resilient water supply, wastewater and storm water infrastructure that meets best practice environmental standards.

Summary of Group Service Performance Results

Activity	Number of measures	Number of measures achieved	measures	Number of measures not measured	% of measures achieved
Sewerage and sewage	8	7	1	0	88%
Totals:	8	7	1	0	88%

Wastewater

What we provide:

The wastewater network comprises 901 km of pipes, 76 reticulation pumping stations, 130 domestic pumping stations and seven treatment plants. The service is provided to approximately 107,000 residents and 106 trade customers.

The Council's wastewater service consists of seven service areas, including metropolitan Dunedin and six outlying areas: Green Island, Mosgiel, Middlemarch, Seacliff, Waikouaiti/Karitane and Warrington. The Metropolitan system takes the east and west harbour communities of Portobello and Port Chalmers respectively and discharges from Tahuna via the long ocean outfall. Green Island takes the treated Mosgiel effluent and discharges this along with wastes from Green Island, Abbotsford and coastal south Dunedin via the ocean outfall at Waldronville.

The Council operates and maintains the wastewater system from the main sewer (typically in the road) to the point where treated effluent is discharged to the environment. Following a historic programme of sewer separation, the foul sewer system is designed to operate independently from the stormwater sewerage system.

How do we measure performance?

Reporting on community outcomes and level of service performance measures that relate specifically to Water Supply has been replaced by reporting on mandatory measures. These measures were formulated by the Department of Internal Affairs (DIA) in accordance with section 261B of the Local Government Act 2002 and apply to all councils.

Performance Measure		Data Source	Target 2016/17	Result 2016/17	Result 2015/16	Achievement
Level of Service: Sewage is man	naged without adversely	y affecting the	quality of the	receiving env	vironment	
The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system.		Internal Reporting	0	0.062	0	Not achieved. ¹
Compliance with the territorial authority's resource consents	Abatement notices	Internal Reporting	0	0	0	Achieved. ²
for discharge from its sewerage system measured by the number of:	Infringement notices	Internal Reporting	0	0	0	Achieved. ³
	Enforcement orders	Internal Reporting	0	0	0	Achieved.4.
	Convictions	Internal Reporting	0	0	0	Achieved. ⁵
Level of Service: Service calls a	are responded to promp	tly				
Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times are measured:	a) attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site; and	Internal Reporting	60 minutes	34 minutes	31 minutes	Achieved. ⁶
	b) resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault.	Internal Reporting	240 minutes	108 minutes	109 minutes	Achieved. ⁷

Performance Measure		Data Source	Target 2016/17	Result 2016/17	Result 2015/16	Achievement
Level of Service: The wastewat	er service is reliable an	d the Council	is responsive	to customer co	oncerns	
The total number of complain received by the territorial	Sewage odour	Internal Reporting	Not applicable	9	39	Not applicable
authority about any of the following:	Sewerage system faults	Internal Reporting	Not applicable	15	14	Not applicable
	Sewerage system blockages	Internal Reporting	Not applicable	192	209	Not applicable
	The territorial authority's response to issues with its sewerage system, expressed per 1000 connections to the territorial authority's sewerage system	Internal Reporting	Not applicable	0	0	Not applicable
	All of the above complaints expressed per 1000 connections to the territorial authority's sewerage system	Internal Reporting	<5 per 1000 connections	4.47 per 1000 connections	5.47 per 1000 connections	Achieved. ⁸

Note: There is an error in the way that the targets for measures relating complaints received were applied in the Long Term Plan 2015/16 - 2024/25. Only the total number of complaints is required to be expressed per 1,000 connections. As this is a cumulative measure targets are not required for the individual component measures. Any category of complaint with a relatively high number of complaints is commented on individually in the Explanation section.

Total number of rated properties for wastewater is as at 30 June 2017: 48,618

Explanations

- 1. Three dry weather overflows occurred in the 2016/17 year. One is believed to have been a faulty logger as other high level alarms on site did not trigger. One dry weather overflow was at Kaikorai Valley and the other was at Lindsay Creek. These will be addressed in future renewals
- 2.,3.,4. & 5. Compliance was achieved as there were no abatements, infringements, enforcements or convictions in 2016/17.
- 6 & 7. The target was achieved in the 2016/17 year due to excellent systems and processes in place for customer call outs. The targets were met by the contractor City Care Ltd.
- 8. The target was achieved for wastewater related complaints. Most complaints received were regarding sewerage system blockages.

 Looking into sewerage system blockages, the numbers of these have remained stable over the past few years. Problems areas will be assessed for possible targeted renewals.

Some of our achievements in 2016/17:

Kaikorai Valley Wastewater Renewals – These renewals are targeted at removing overflows to the Kaikorai Stream, wastewater flooding in Surrey Street and overflows of manholes in the Caversham Tunnel. All of these issues arise due to inflow and infiltration of stormwater into old, cracked pipes in Kaikorai Valley. This work is split into a series of phases and is expected to take at least 10 years to fully address the issues. Phases One (circa \$3m) and Two (\$3.7m) have now been completed. Phases Three and Four are in the preparation stages.

Anderson's Bay Wastewater Renewals – The first phase of work was completed. This has eliminated a wastewater overflow to the Anderson's Bay inlet in all but the most significant storm events. Work is continuing in this area in the next financial year. North East Valley – Renewals are in the preparation phase for the 3 Waters network in this area. This work will be carried out over the next three financial years to update the old infrastructure.

Wastewater and energy – Water and Waste commissioned Smart Alliances to run a wastewater thermal energy calculation and mapping project. This project has shown potential to use wastewater thermal energy to heat commercial/residential buildings. This work is a finalist for the Deloitte Excellence and Energy Awards, August 2017.

Wastewater treatment plants and pumping stations – Various upgrades have been carried out on the Wastewater Treatment Plants and the Pumping Stations. This includes an upgrade of the Tahuna Wastewater Treatment Plant biofilter, and switchboard upgrades.

University renewals – Renewals of the 3 Waters networks have been carried out in the University campus area in collaboration with the University of Otago's beautification project.

Capital Expenditure

Capital Expelluiture	Note	2016/17 Actual \$'000	2016/17 Budget \$'000
New Capital			
Tahuna Biosolids Project		60	-
Wastewater - Augmentation and Efficiency		66	104
Wastewater Treatment	9	976	_
Civic Centre		3	-
*Reticulation Facilities for Variation 9B	10	=	313
		1,105	417
Renewals			
Foul Sewer Renewals (Reticulation and Trunk Mains)	11	1,961	4,125
Treatment Plants		969	882
		2,930	5,007
Total Capital		4,035	5,424

Explanation of variance

- 9. An unbudgeted switchboard replacement at the Mosgiel wastewater treatment plant.
- 10. Budget was not required in the 2016/17 year.
- 11. The Kaikorai Valley stage three project was delayed due to only one tender being received with costs well above the original estimate. The project scope is being re-drafted and the contract re-tendered.

Sewerage and Sewage

Income Statement for the Year Ended 30 June 2017

Actual 2016 \$000		Actual 2017 \$000	Budget 2017 \$000
	Revenue		
24,203	Citywide drainage rate	27,214	27,214
20	Allanton drainage rate	20	20
4	Blanket Bay rate	4	4
3	Curles Point rate	3	3
771	External operating revenue	858	495
_	External capital revenue	-	-
_	Vested assets	1,952	-
25,001	Total revenue	30,051	27,736
	Expenditure by outputs		
26,688	Wastewater	29,005	26,388
26,688	Total expenditure	29,005	26,388
(1,687)	Net surplus/ (deficit)	1,046	1,348
	Expenditure by inputs		
2,427	Staff costs	2,718	2,578
10,325	Operational costs	10,289	9,949
5,128	Loan interest	4,855	4,880
8,808	Depreciation	11,143	8,981
26,688	Total expenditure	29,005	26,388

Dunedin City Council: Funding Impact Statement for Year Ended 30 June 2017 for Sewerage and Sewage

2016 Long-Term Plan Budget		2017 Actual	2017 Long-Term Plan Budget
\$000		\$000	\$000
	Sources of operating funding		
-	General rates, uniform annual general charges, rates penalties	_	_
24,231	Targeted rates	27,241	26,121
-	Subsidies and grants for operating purposes	36	-
526	Fees and charges	522	546
-	Internal charges and overheads recovered	_	-
	Local authorities fuel tax, fines, infringement fees, and other receipts	_	_
24,757	Total operating funding	27,799	26,667
	Application of operating funding		
10,134	Payments to staff and suppliers	11,117	10,475
5,335	Finance costs	4,855	5,277
2,295	Internal charges and overheads applied	1,890	2,352
-	Other operating funding applications	_	_
17,764	Total application of operating funding	17,862	18,104
6,993	Surplus/(deficit) of operating funding	9,937	8,563
	Sources of capital funding		
-	Subsidies and grants for capital expenditure	_	-
80	Development and financial contributions	300	83
352	Increase/(decrease) in debt	(2,713)	(3,892)
-	Gross proceeds from sale of assets	_	-
-	Lump sum contributions	_	-
-	Other dedicated capital funding	_	-
432	Total sources of capital funding	(2,413)	(3,809)
	Application of capital funding		
	Capital expenditure		
770	- to meet additional demand	177	330
3,627	- to improve the level of service	928	87
6,030	- to replace existing assets	2,930	5,007
-	Increase/(decrease) in reserves	_	-
(3,002)	Increase/(decrease) of investments	3,489	(670)
7,425	Total application of capital funding	7,524	4,754
(6,993)	Surplus/(deficit) of capital funding	(9,937)	(8,563)

Stormwater

The Council's Stormwater group consists of the following activities:

• Stormwater

How does this group fit into our strategic framework?

This group contributes to 'A safe and healthy city' community outcome by ensuring that urban wastewater is collected from homes and businesses and treated for safe disposal.

Strategic direction for stormwater is primarily provided in the 3 Waters Strategic Direction Statement.

The stormwater activity also supports the Council's strategic framework as follows:

- Spatial Plan by identifying infrastructure-based constraints on development and activity.
- Economic Development Strategy by ensuring that infrastructure planning supports economic growth.
- The stormwater activity is expected to support the Environment Strategy through ensuring that stormwater is disposed of without adversely affecting the quality of the receiving environment.

Outcome:	A safe and healthy city
	Where Dunedin is a clean, green, crime-free city where people feel safe and enjoy a healthy lifestyle.
Priorities:	Dunedin has resilient water supply, wastewater and storm water infrastructure that meets best practice environmental standards.

Summary of Group Service Performance Results

Activity	Number of measures	Number of measures achieved	Number of measures not achieved	Number of measures not measured	% of measures achieved
Stormwater	8	6	1	1	75%
Totals:	8	6	1	1	75%

Stormwater

What we provide:

The Council's stormwater service manages the collection and disposal of stormwater to domestic and commercial residents in eight service areas – metropolitan Dunedin and seven outlying areas: Brighton/Waldronville, Green Island, Mosgiel, Middlemarch, Mosgiel, Outram, Port Chalmers and Waikouaiti/Karitane and Warrington. The stormwater network comprises 372 km of pipes and 11 pumping stations. In general, the Council's stormwater sewers are piped, with open channels running through private properties falling under riparian ownership. There are, however, some exceptions to this rule.

How do we measure performance?

Reporting on community outcomes and level of service performance measures that relate specifically to Water Supply has been replaced by reporting on mandatory measures. These measures were formulated by the Department of Internal Affairs (DIA) in accordance with section 261B of the Local Government Act 2002 and apply to all councils.

Performance Measure	Performance Measure		Target 2016/17	Result 2016/17	Result 2015/16	Achievement
Level of Service: Stormwa	ter services perform adequa	tely and reliab	ly			
System and adequacy	The number of flooding events that occur in a territorial authority district.	Internal Reporting	0	2	0	Not achieved. ¹
	For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system)	Internal Reporting	0	Not measured	0	Not measured. ²
Level of Service: Stormwa	ter is managed without adve	ersely affecting	the quality o	f the receiving	g environment	
Compliance with the territorial authority's	Abatement notices	Internal Reporting	0	0	0	Achieved. ³
resource consents for discharge from its stormwater system,	Infringement notices	Internal Reporting	0	0	0	Achieved. ⁴
measured by the number of:	Enforcement orders	Internal Reporting	0	0	0	Achieved. ⁵
	Successful prosecutions	Internal Reporting	0	0	0	Achieved. ⁶
Level of Service: Service	calls are responded to promp	tly				
The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.		Internal Reporting	60 minutes	50 minutes	Not applicable – no flood events	Achieved. ⁷
The number of complaints authority about the perform system, expressed per 100 the territorial authority's st	nance of its stormwater 0 properties connected to	Internal Reporting	<1 per 1000 connections	0.31 complaints per 1,000 connections	0.25 complaints per 1,000 connections	Achieved. ⁸

Total number of rated properties for stormwater as at 30 June 2017: 47,989

Explanations

1. There were two flooding events in the 2016/17 year. The event in February equated to a 1 in 10 year return period in central Dunedin, and 1 in 5 in South Dunedin. The event in April equated to a 1 in 2 year rainfall event.

- 2. It is believed that habitable floor floodings may have occurred in both events, however, this data was not able to be captured at the time as the fast nature of both events meant there were higher priorities than collecting this data. The way this data is collected in the future will be addressed.
- 3., 4., 5. & 6. Compliance was achieved with no abatements, infringements, enforcements or prosecutions in 2016/17.
- 7. The target was achieved in the 2016/17 year due to excellent systems and processes in place for customer call outs. The targets were met by the contractor City Care Ltd.
- 8. There were a small number of complaints about the performance of the stormwater system received from the public. These were from the February and April rain events.

Some of our achievements in 2016/17:

Stormwater renewals – Recent stormwater renewals have generally been prioritised to coincide with high priority foul sewer renewals to gain cost efficiency. Recent projects include renewals in (state areas). A major clean of the Glen Rd stormwater intake was completed with further works for the area underway. More are planned for the next financial year, including Woodland Avenue, Sawyers Bay Pony Club, 240 Portobello Road, and Emerson Street.

South Dunedin – A replacement stormwater intake and screen was installed in Portobello Road during November 2016 and has been successful in weather events that have followed. Work is currently underway on investigating long term stormwater solutions for the South Dunedin area.

Capital Expenditure

Capital Expenditure	Note	2016/17 Actual \$'000	2016/17 Budget \$'000
New Capital			
Stormwater - Consent Compliance		154	21
Stormwater - Augmentation and Efficiency		205	260
Portobello Road Property Improvements	9	563	_
		922	281
Renewals			
Pump Stations		-	_
Stormwater – Consent Compliance		7	-
Stormwater – Network Renewals	10	1,018	2,044
		1,025	2,044
Total Capital		1,947	2,325

Explanation of variance

- 9. Unbudgeted remedial work on 240 Portobello Road.
- 10. The Kaikorai Valley stage three project was delayed due to only one tender being received with costs well above the original estimate. The project scope is being re-drafted and the contract re-tendered.

Stormwater

Income Statement for the Year Ended 30 June 2017

Actual 2016 \$000		Actual 2017 \$000	Budget 2017 \$000
	Revenue		
4,108	Citywide drainage rate	4,096	4,096
289	External operating revenue	203	125
_	External capital revenue	-	_
_	Vested assets	2,479	-
4,397	Total revenue	6,778	4,221
	Expenditure by outputs		
5,427	Stormwater	6,096	5,418
5,427	Total expenditure	6,096	5,418
(1,030)	Net surplus/ (deficit)	682	(1,197)
	Expenditure by inputs		
565	Staff costs	633	617
2,202	Operational costs	2,188	2,095
31	Loan interest	82	51
2,629	Depreciation	3,193	2,655
5,427	Total expenditure	6,096	5,418

Dunedin City Council: Funding Impact Statement for Year Ended 30 June 2017 for Stormwater

2016 Long-Term Plan Budget \$000		2017 Actual \$000	2017 Long-Tern Plan Budge \$000
φ000	Common of an anation for the second	φ000	φυσι
	Sources of operating funding		
- (100	General rates, uniform annual general charges, rates penalties		(0 (
4,108	Targeted rates	4,096	4,940
-	Subsidies and grants for operating purposes	-	0
33	Fees and charges	57	34
-	Internal charges and overheads recovered	-	
	Local authorities fuel tax, fines, infringement fees, and other receipts		
4,141	Total operating funding	4,153	4,97
	Application of operating funding		
2,305	Payments to staff and suppliers	2,419	2,376
71	Finance costs	82	89
391	Internal charges and overheads applied	402	40
	Other operating funding applications	-	
2,767	Total application of operating funding	2,903	2,86
1,374	Surplus/(deficit) of operating funding	1,250	2,10
	Sources of capital funding		
_	Subsidies and grants for capital expenditure	-	
87	Development and financial contributions	146	9
258	Increase/(decrease) in debt	-	21
_	Gross proceeds from sale of assets	-	
_	Lump sum contributions	-	
_	Other dedicated capital funding	-	
345	Total sources of capital funding	146	30
	Application of capital funding		
	Capital expenditure		
47	– to meet additional demand	57	5
411	- to improve the level of service	865	22
1,275	- to replace existing assets	1,025	2,04
_	Increase/(decrease) in reserves	_	
(14)	Increase/(decrease) of investments	(551)	8'
1,719	Total application of capital funding	1,396	2,41
	Surplus/(deficit) of capital funding	(1,250)	(2,108
(1,374)	our plus, (deficit) or cupitar runaring	(1,200)	(2,200,

Solid Waste

The Council's Solid Waste group consists of the following activities:

• Solid Waste

How does this group fit into our strategic framework?

This group contributes to 'A safe and healthy city' outcome and will support the Environment Strategy.

The Waste Management and Minimisation Plan 2013, (WMMP13) underpins the service provided by this group.

Outcome:	A safe and healthy city
	Where Dunedin is a clean, green, crime-free city where people feel safe and enjoy a healthy lifestyle.
Priorities:	Dunedin is a clean city with high-quality solid waste and recycling infrastructure.

Summary of Group Service Performance Results

Activity	Number of measures	Number of measures achieved	Number of measures not achieved	measures not	% of measures achieved
Solid Waste	2	0	2	0	0%
Totals:	2	0	2	0	0%

Solid Waste

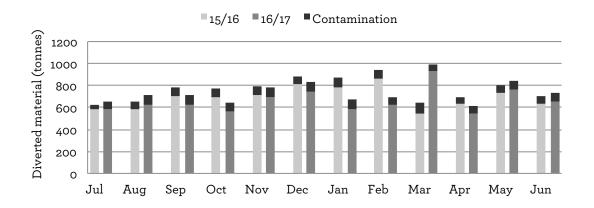
What we provide:

The Council's Solid Waste activity provides a collection, resource recovery and residual disposal service for domestic and some commercial residents in Dunedin. It also manages the Council's collection and recycle sorting contracts, two landfill facilities, one recover store and three recycling stations.

How do we measure performance?

Performance Measure	Data Source	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15	Achievement	
Level of Service: Refuse collection and k	Level of Service: Refuse collection and kerbside recycling meet customer expectations						
Number of complaints regarding missed collections	Collection contract data	<50	324	340	New measure from 2015/16	Not achieved. ¹	
Level of Service: Waste minimisation ta	rgets are met						
The quantity and quality of diverted material collected via the DCC's collection service for diverted material.	Internal Quarterly Reports	>2% annual growth in diverted material sold	(8,862.91 tonnes) 7,901.97 tonnes sold - 89% 3.9% decrease on 2015/16	(9,101 tonnes) 8,213 tonnes sold - 90% 2% decrease on 2014/15	(9,341 tonnes) 8,594 tonnes sold - 92%	Not achieved. ²	

Total waste diverted and sold during 2016/17 by month (tonnes)



Explanations

1. There has been an error in the recording of the target in the Long Term Plan. It was recorded as <50, however this is the monthly target, and the annual target is <600. A total of 324 missed collections were recorded in the 2016/17 year. These missed collections can often be attributed to things such as weather events which inhibits access to some streets, road works, contractor oversight and late presentation of bags or bins. Yellow bins are most often reported as missed with 169 reported misses, 81 reported blue bins misses and 72 reported refuse bags misses.

2. The amount of recyclables sold has decreased by 3.9% on the previous year. This is due to increasing contamination rates (non-recyclables) being deposited in yellow-lidded recycling bins. The Solid Waste team will initiate a recycling bin checking regime in the 2017/18 year aimed at reducing contamination rates and improving the quality and quantity of recyclables collected at kerbside.

Some of our achievements in 2016/17:

Campus area - Collaboration between the Council and Otago University Property Services resulted in continuous improvements for the campus area including more glass-specific street cleaning, additional glass bins and increased publicity and information.

Specialist expertise – Four new positions were established in the Solid Waste team; Contract Manager, Landfill Engineers, City Custodian and Contract Coordinator as part of a departmental restructure. These new appointments bring specialist expertise to the team and will ensure better visibility and service delivery to our community via our contracted services.

Waste facilities and services – An approach for waste facilities and services was developed to establish three new core contracts: Active and Closed Landfill Environmental Monitoring and Reporting, Green Island Landfill Operations and Rural Transfer Stations and Rural Skip Day Services. These contracts take effect from 1 July 2017.

City recycling – A city recycling programme was introduced and has addressed health and safety concerns with the cardboard collection service. It establishes back of house collection services and safe kerbside collection points. In addition, a recycling drop off facility was established in Moray Place. This is the first of two facilities with another planned in Vogel Street in the 2017/18 year.

Capital Expenditure

	Note	2016/17 Actual \$'000	2016/17 Budget \$'000
New Capital			
Compost for Final Cap		-	33
Green Island Landfill Improvements to Final Cap		-	188
Green Island Landfill Gas Collection	3	37	389
Recycling Wheelie Bins		72	_
Waikouaiti Landfill Transfer Station		1	_
Waikouaiti Landfill Decommissioning		6	103
City Recycling Facilities	_	117	
	_	233	713
Renewals			
Landfills Green Island	4	71	334
Renewal of Litter Bins	_	57	
	_	128	334
Total Capital	_	361	1,047

Explanation of variance

3 & 4. The total budget was not required in the 2016/17 year.

Solid Waste

Income Statement for the Year Ended 30 June 2017

Actual 2016 \$000		Actual 2017 \$000	Budget 2017 \$000
	Revenue		
621	General rates	647	648
2,796	Kerbside recycling rate	2,800	2,800
7,769	External operating revenue	9,032	9,062
-	External capital revenue	-	-
11,186	Total revenue	12,479	12,510
	Expenditure by outputs		
3,230	Landfills	4,220	5,129
177	Waste Strategy	281	343
2,958	Recycling	2,992	2,974
2,046	Refuse/Litter Collection	2,015	2,072
8,411	Total expenditure	9,508	10,518
2,775	Net surplus/ (deficit)	2,971	1,992
	Expenditure by inputs		
405	Staff costs	400	544
7,267	Operational costs	8,333	9,249
226	Loan interest	198	198
513	Depreciation	577	527
8,411	Total expenditure	9,508	10,518

Dunedin City Council: Funding Impact Statement for Year Ended 30 June 2017 for Solid Waste

2016 Long-Term Plan Budget \$000		2017 Actual \$000	2017 Long-Term Plan Budget \$000
	Sources of operating funding		
621	General rates, uniform annual general charges, rates penalties	647	606
2,796	Targeted rates	2,800	2,866
-	Subsidies and grants for operating purposes	_	_
6,075	Fees and charges	9,032	6,833
745	Internal charges and overheads recovered	1,304	763
-	Local authorities fuel tax, fines, infringement fees, and other receipts	_	_
10,237	Total operating funding	13,783	11,068
	Application of operating funding		
8,922	Payments to staff and suppliers	9,175	9,308
234	Finance costs	198	214
122	Internal charges and overheads applied	861	125
_	Other operating funding applications	_	_
9,278	Total application of operating funding	10,234	9,647
959	Surplus/(deficit) of operating funding	3,549	1,421
	Sources of capital funding		
_	Subsidies and grants for capital expenditure	_	-
_	Development and financial contributions	_	-
(253)	Increase/(decrease) in debt	-	(272)
_	Gross proceeds from sale of assets	-	-
_	Lump sum contributions	-	-
_	Other dedicated capital funding	-	
(253)	Total sources of capital funding	_	(272)
	Application of capital funding		
	Capital expenditure		
_	– to meet additional demand	_	-
417	- to improve the level of service	233	713
188	- to replace existing assets	128	334
_	Increase/(decrease) in reserves	_	-
101	Increase/(decrease) of investments	3,188	102
706	Total application of capital funding	3,549	1,149
(959)	Surplus/(deficit) of capital funding	(3,549)	(1,421)
	Funding balance	_	_

City Planning and Regulatory Services

The Council's City Planning and Regulatory Services group consists of the following activities:

• City Development

• Regulatory - Animal Services

• Resource Consents

- Regulatory Building Services
- Regulatory Alcohol Services
- Regulatory Environmental Health

How does this group fit into our strategic framework?

This group contributes to three community outcomes and supports the city's spatial plan – Dunedin Towards 2050, which sets the strategic direction for Dunedin's growth and development for the next 30 plus years.

Outcome:	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.
Priorities:	 Dunedin is enhanced through quality architectural, urban and landscape design. Dunedin's built heritage is valued and heritage buildings are in active re-use. Dunedin's central city area is the vibrant focal point for urban life, supported by a hierarchy of successful suburban and rural centres. Development respects the unique character of Dunedin as a compact harbour city enclosed by hills.
Outcome:	A valued and protected natural environment
	Dunedin is recognised as a place with outstanding natural environments and significant biodiversity. Our distinctive rural and coastal landscapes are sustainably managed and protected.
Priorities:	 Our rural and coastal landscapes are protected and maintained. Dunedin's wildlife and natural habitats (flora and fauna) are respected and enhanced. Dunedin's people value the natural environment and are the custodians of a regenerative and flourishing natural environment. We lead by example in environmental practices and promote awareness of impacts of human activity on our local environment.
Outcome:	A safe and healthy city
	Dunedin is a clean, green, crime-free city where people feel safe and enjoy a healthy lifestyle.
Priorities:	Dunedin is a place where people are safe in their homes, work and public spaces.

Progress against this outcome is measured by monitoring:

Indicator	Target	Actual 2016/17	Actual 2015/16	Data Source
Number of properties and structures protected under District Plan that are demolished.	0	0	0	City Development internal data analysis
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.	Increase by 2% annually on baseline. Baseline 2009/10: 30,454ha	32,392 ha (from	32,389 ha No increase	,

Summary of Group Service Performance Results

Activity	Number of measures	Number of measures achieved	Number of measures not achieved	measures not	% of measures achieved
City Planning and Regulatory Services	9	5	4	0	56%
Totals:	9	5	4	0	56%

City Planning and Regulatory Services

What we provide:

The City Development team provides strategic direction for sustainable future development options for the main Dunedin urban area and outlying settlements and townships, and ensures the city has enough land for housing. It also creates business opportunities by fostering and enhancing a vibrant CBD and tertiary precinct. Key activities include: developing and reviewing the District Plan and related strategic spatial planning policies; providing incentives for built heritage restoration and active re-use; leading place-based urban revitalization projects, and designing and implementing amenity improvements, and contributing to policy development, strategic planning and projects. City Development also supports and provides incentives for biodiversity protection and enhancement.

The **Resource Consent** team undertakes a range of work, including providing RMA planning and Hazardous Substances and New Organism Act advice, processing resource consent applications, monitoring, and compliance work.

The Regulatory Services teams provide:

- monitoring services to enforce standards of public safety with the control of dogs
- building services that meet customer needs and statutory requirements
- · protection for the public by monitoring and enforcing standards of public health
- services to reduce alcohol-related harm by monitoring and enforcing standards within licensed premises, and to provide Alcohol Licensing Committee services for Dunedin City.

How do we measure performance?

Performance Measure	Data Source	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15	Achievement
Residents are satisfied with the look and	feel of the cit	у				
Percentage of residents satisfied with the overall look and feel of the city	ROS	≥75%	78%	75%	72%	Achieved. ¹
Level of Service: Resource consent custo	mer informati	on needs are 1	net			
Percentage of customer requests for advice at the front counter fulfilled	External Counter Survey	≥90%	100%	100%	100%	Achieved. ²
Level of Service: Resource consents are p	processed effic	eiently and me	et statutory ti	imeframes		
Percentage of resource consents processed within statutory timeframes	Quarterly Internal Report	100%	99.6%	100%	100%	Not achieved. ³
Level of Service: Legislative standards ar	nd bylaws are	enforced to pr	otect the publ	lic		
Percentage of residents satisfied with the control of roaming dogs (Measure revised to measure satisfaction instead of dissatisfaction from 2015/16)	ROS	≥90%	63%	60%	Measure revised from 2015/16	Not achieved. ⁴
Percentage of "A" graded food premises	DCC internal reporting	≥65%	84%	85%	New Measure from 2015/16	Achieved. ⁵
Level of Service: Monitoring of legislativ	e standards aı	nd bylaws is u	ndertaken to p	protect the pu	blic	
Percentage of registered health premises inspected annually	DCC Internal Reporting	100%	100%	100%	100%	Achieved. ⁶

Performance Measure	Data Source	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15	Achievement	
Level of Service: Monitoring of legislative standards and bylaws is undertaken to protect the public							
Number of alcohol licensing monitoring visits completed each quarter Level of Service: Statutory timeframes for	DCC Internal Reporting	≥50 per quarter	194 Compliance Visits	345 Compliance Visits	New measure from 2015/16	Not achieved. ⁷	
Percentage of building consent applications processed in accordance with statutory timeframes	Internal Processing Analysis	100%	93%	66%	92%	Not achieved.8	
Percentage of Code Compliance Certificates issued in accordance with statutory timeframes	Internal Processing Analysis	100%	100%	100%	100%	Achieved. ⁹	

Explanations

- 1. Target achieved this year. The Central City Plan and other amenity improvement projects programmed in the coming years seek to address residents' concerns about the overall appearance of the city.
- 2. 5,600 requests were made during the 2016/17 year.
- 3. 766 of 769 resource consents (as defined by s87 of the Resource Management Act) processed within statutory timeframes for non-notified and notified land use and subdivision consents.
- 4. Although the target was not achieved, this is a 3% improvement compared to 2016. Staff continue to respond to complaints in a timely manner and are actively patrolling the city suburbs for any roaming dogs.
- 5. The new Food Act 2014 came into force on 1 March 2016 requiring food operators to use a new risk management system. Environmental Health staff work closely with food operators to ensure they have a good understanding of the new systems and assist them to maintain food standards at a very high level.
- 6. Target achieved. All health premises required to be inspected annually were inspected at least once in the last 12 months.
- 7. This target was not achieved. Over the last 12 months, 194 licensed premises were visited to monitor their compliance in accordance with the Sale and Supply of Alcohol Act 2012. During each quarter between 23 and 73 monitoring visits were undertaken.
- 8. For the period 1 July 2016 to 30 June 2017 93% of applications were granted in 20 working days. (Quarterly results: Q1-75.3%, Q2-96.7%, Q3-99.7%, Q4-100%). Building Services has restored its staffing levels during the year which resulted in quarter 4 achieving 100% compliance.
- 9. 100% compliance with statutory timeframes.

Some of our achievments in 2016/17 were:

Minimum floor levels – Following the June 2015 flood, the Council introduced new minimum floor levels mainly for residential buildings, including new homes, house extensions and rest homes, across low lying parts of the city including South Dunedin, the Taieri Plain, Brighton, Tomahawk and parts of Kaikorai Valley. The new levels are interim and subject to review and change as new information around climate change and other challenges become available.

2GP – Hearings for the Proposed Second Generation District Plan began at the start of the 2016/17 year and are almost complete with just one hearing remaining. There have been 25 hearings, around 1500 submissions and more than 900 people have spoken to their submission. It is expected that decisions will be released by the end of 2017.

Electric vehicles - The number of electric vehicles (EV) in the Council vehicle fleet increased over the year. The Council fleet now has three 100% EVs, one plug-in hybrid EV and one standard hybrid EV. The Council resolved to include 20 electric vehicles (EV) in the Council fleet within five years, and has supported the installation of a new public EV charging station. This will reduce fuel dependency and harmful emissions.

Upgrade of parking meters – The city's parking meters have been upgraded to be compliant with the current electronic payment security standard and to provide 'Tap and Go' function on every meter.

Food Act requirements – After the first year of implementation of the Food Act, which came into effect on 1 March 2016, 86% of businesses are registered under the new system. The Food Act has a transition phase of three years. Under this Act Environmental Health Officers have to train and apply to be Food Act Officers in order to enforce the provisions of the Act and every member of the Environmental Health team is now approved as a Food Act Officer.

The Food Act also requires the Council to have quality management systems in place to deal with certain types of food businesses and the DCC was the first council to do this. This system significantly reduces the risk of unregistered food businesses operating in Dunedin. All Environmental Health team members are now recognised verifiers under this quality management system.

Capital Expenditure

	Note	2016/17 Actual \$'000	2016/17 Budget \$'000
New Capital			
City Development - Citywide Amenity Upgrades	10	66	615
City Development – Signage and Street Furniture		54	_
Regulatory Services - Dog Exercise Areas		1	_
		121	615
Total Capital	-	121	615

Explanation of variance

 $10.\ Delayed\ progress\ on\ Warehouse\ Precinct\ revitalisation\ work.\ The\ project\ will\ continue\ in\ the\ 2017/18\ and\ 2018/19\ years.$

City Planning and Regulatory Services

Income Statement for the Year Ended 30 June 2017

Actual 2016 \$000		Actual 2017 \$000	Budget 2017 \$000
	Revenue		
7,817	General rates	8,528	8,528
-	Heritage earthquake strengthening rate	-	66
-	Private drainange Warrington rate	-	1
7,379	External operating revenue	7,888	7,572
-	External capital revenue	-	-
15,196	Total revenue	16,416	16,167
	Expenditure by outputs		
2,024	City Development	2,045	1,941
_	Central City Plan	-	-
301	Second Generation District Plan	145	456
310	Amenity Improvement	290	496
390	Heritage Support	523	581
65	Biodiversity Support	28	66
-	Earthquake Strengthening	-	52
2,800	Resource Consents	3,218	2,848
9,477	Regulatory Services	10,511	9,651
15,367	Total expenditure	16,760	16,091
(171)	Net surplus/ (deficit)	(344)	76
	Expenditure by inputs		
8,070	Staff costs	8,703	8,788
7,104	Operational costs	7,875	7,066
190	Loan interest	179	231
3	Depreciation	3	6
15,367	Total expenditure	16,760	16,091

Dunedin City Council: Funding Impact Statement for Year Ended 30 June 2017 for City Planning and Regulatory Services

2016 Long-Term Plan Budget		2017 Actual	2017 Long-Term Plan Budget
\$000		\$000	\$000
	Sources of operating funding		
7,817	General rates, uniform annual general charges, rates penalties	8,528	8,076
67	Targeted rates	1	133
-	Subsidies and grants for operating purposes	4	
7,158	Fees and charges	7,806	7,255
_	Internal charges and overheads recovered	79	
83	Local authorities fuel tax, fines, infringement fees, and other receipts	79	85
15,125	Total operating funding	16,497	15,549
	Application of operating funding		
14,018	Payments to staff and suppliers	12,000	14,293
291	Finance costs	179	343
634	Internal charges and overheads applied	4,657	650
_	Other operating funding applications	_	
14,943	Total application of operating funding	16,836	15,28
182	Surplus/(deficit) of operating funding	(339)	26
	Sources of capital funding		
-	Subsidies and grants for capital expenditure	_	
-	Development and financial contributions	_	
769	Increase/(decrease) in debt	(84)	80-
-	Gross proceeds from sale of assets	_	
-	Lump sum contributions	_	
-	Other dedicated capital funding	_	
769	Total sources of capital funding	(84)	804
	Application of capital funding		
	Capital expenditure		
-	– to meet additional demand	_	
501	- to improve the level of service	121	61
_	- to replace existing assets	_	
-	Increase/(decrease) in reserves	_	
450	Increase/(decrease) of investments	(544)	452
951	Total application of capital funding	(423)	1,06
	Surplus/(deficit) of capital funding	339	(263)
(182)	Surplus/ (deficit) of capital funding	339	(203)

Community Development and Support

The Council's Community Development and Support group consists of the following activities:

- Cemeteries and Crematorium
- Events and Community Development
- City Property Miscellaneous
- City Property Operational

- Housing
- Civic Leadership and Administration
- Civil Defence
- Warm Dunedin Targeted Rate

How does this group fit into our strategic framework?

This group contributes to 'A Supportive community' outcome and supports Dunedin's Social Wellbeing Strategy 2013–2023 and the recently adopted Ara Toi Ōtepoti - Our Creative Future, Dunedin's Arts and Culture Strategy.

Outcome:	A supportive community Where Dunedin's citizens feel included and connected with their wider community and enjoy a good quality of life.
Priorities:	 A city that supports strong and connected neighbourhoods and communities. People have a sense of belonging and actively contribute to the wider community and volunteering is encouraged. People are empowered to participate in decision-making and have open access to information. Dunedin communities are inclusive of all people, and our relationship with Kai Tahu is strong.
	People enjoy a standard of living to enable them to have a positive quality of life and exercise genuine choices.

Progress against this outcome is measured by monitoring:

Indicator	Target	Actual 2016/17	Actual 2015/16	Data Source
Residents' sense of community within their local community.	Does not decrease	,	86% (ROS 2016)* 85% (QoL - 2016)*	ROS annually QoL Survey every two years
Residents' perception that Dunedin recognises and supports cultural diversity.	≥ 65% or does not decrease	77% (ROS)	77% (ROS)	ROS annually

^{*} Results include those who strongly agree, agree and those who neither agree or disagree

Summary of Group Service Performance Results

Activity	Number of measures	Number of measures achieved	Number of measures not achieved	Number of measures not measured	% of measures achieved
Community Development and Support	13	8	3	2	62%
Totals:	13	8	3	2	62%

Community Development and Support

What we provide:

The Cemeteries and Crematorium Services manage a total of 20 cemeteries (15 metropolitan cemeteries and five rural cemeteries) and a crematorium and chapel to provide facilities, burial and cremation services to Dunedin residents. This includes the management of seven cemeteries that are closed to further burials.

The **Events and Community Development** team helps to ensure the people of Dunedin city have access to a broad range of community support functions and advice.

The **Housing** activity supports people 55 years and older, and qualifying low-income people, through the provision of well maintained, affordable housing at no cost to the ratepayer. The Council manages 954 housing units.

The Operational Property Portfolio manages property investments and related land that are required for service administration and delivery purposes by the Council. This includes the Civic Centre buildings; Dunedin Town Hall; Dunedin Centre; 'YMCA' Building (Civil Defence); Community Halls (20); Council Service Centres and Libraries in Dunedin, Mosgiel, Blueskin Bay (Waitati), Port Chalmers and Waikouaiti; Toitū Otago Settlers Museum; Dunedin Public Art Gallery; Dunedin Chinese Garden; and city-wide public toilets.

The Miscellaneous Property Portfolio manages a group of property investments that are required for a wide range of community arts, culture, sport and other heritage service purposes by the Dunedin City Council. These include the Fortune Theatre, Regent Theatre, Edgar Centre and Lion Arena, High Performance Sports Centre, Dunedin Railway Station and Precinct, Sargood Centre and Logan Park Tennis Centre, Ice Sports Stadium, Dunedin Gasworks Museum and others.

The Civic Leadership and Administration activity supports the democratic process for the Council. It assists community engagement in the political process by the provision of public forums and hearings; provides analytical and administrative support to the elected members; analytical, legal and administrative services to support officers in liaising with councillors and community board members; liaison and support for the Council with the Office of the Auditor General and the Remuneration Authority; and liaison between the Council, Council Committees and subcommittees and Corporate Leadership Team.

The Civil Defence activity allows the Council to meet its responsibilities under the Civil Defence Emergency Management Act 2002 to plan and provide for civil defence emergency management within its district, which includes risk reduction and readiness for, response to and recovery from emergency events. The Council is a member of the Otago Civil Defence Emergency Management Group, which has the role of promoting co-ordinated and co-operative civil defence emergency management between its members.

How do we measure performance?

Performance Measure	Data Source	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15	Achievement	
Level of Service: Cemetery and Cremator	rium services	meet the need	ls of funeral d	irectors and tl	he bereaved		
Percentage of users satisfied with the range of services provided at, and the presentation of, Dunedin cemeteries managed by the DCC.	ROS	≥80%	76%	82%	New measure from 2015/16	Not achieved. ¹	
Level of Service: Advice and support is provided to the community and key stakeholders							
Percentage of customers satisfied with advice, support, and assistance provided by Community Development.	Annual Survey	≥95%	100%	82%	87%	Achieved. ²	
Level of Service: Grants funding and con	tract support	is appropriate	ly administer	ed and monito	ored		
Percentage of service level/grant funded groups that meet funding contract accountability requirements.	Internal Reporting	≥95%	100%	100%	100%	Achieved. ³	
Level of Service: Council funded events meet the needs of residents							
Percentage of residents satisfied with city festivals and events.	ROS	≥70%	74%	73%	72%	Achieved. ⁴	

Performance Measure	Data Source	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15	Achievement
Level of Service: The housing by the Cou	ıncil provided	meets the nee	eds of tenants			
Percentage of tenants satisfied with the Council's rental housing.	Tenant Survey	≥95%	83%	85%	95%	Not achieved. ⁵
Percentage occupancy of rental housing.	Annual Review	≥94%	97%	96%	94%	Achieved. ⁶
Level of Service: Housing rental values v	vill not exceed	operating ex	penses	1		
Housing revenue equals housing expenses.	DCC Monthly financial reporting	100%	Revenue +4.9% (favourable) Expenditure +9.8% (unfavour- able)	Revenue + 2.2% (favourable) Expenditure -4.2% (favourable)	Revenue +5.4% (favourable) Expenditure +3.1% (favourable)	Not achieved. ⁷
Level of Service: Properties in the City P	roperty Misce	llaneous Porti	olio are appro	priately mana	iged	
Percentage of miscellaneous property portfolio assets maintained and developed to the City Property quality standard.	Quarterly analysis of non – compliance exceptions	≥85%	Not measured	Not measured	85%	Not measured.8
Level of Service: Property assets utilised	by Council se	ervices are app	oropriate			
Percentage of operational property portfolio that fits the purpose and meets the needs of services.	Internal Property Records	≥85%	Not measured	Not measured	New measure from 2015/16	Not measured. ⁹
Level of Service: The information require	ed to participa	te in the dem	ocratic proces	s is appropria	tely available	
Percentage of non-public material that is assessed for proactive release to the public during each Council Committee meeting round.	Internal Assessment of Committee	100%	100%	100%	New measure from 2015/16	Achieved. ¹⁰
Percentage LGOIMA official information requests that are responded to within 20 working days.	Internal Analysis of LGOIMA processing	100%	100%	Not measured in this period	New measure from 2015/16	Achieved. ¹¹
Level of Service: Dunedin City Council is place at all times	s prepared to 1	respond to em	ergency situa	tions with an	operative Civi	l Defence Plan in
Status of Civil Defence Plan.	Internal status Review	Plan is operative at all times	Achieved	Achieved	Achieved	Achieved. ¹²
The Civil Defence Emergency Management Plan is reviewed annually.	Council Meeting Minutes	Reviewed plan adopted by the Council each year*	8 sections of the plan reviewed in 2016/17	14 sections of the plan reviewed in 2015/16	New measure from 2015/16	Achieved. ¹³

^{*} This measure has a typographical error in the LTP. The intent of the measure is that the reviewed plan be submitted to the Council each year

Explanations

1. The decrease in satisfaction in the cemeteries space is attributed to the new maintenance contracts for the city's cemeteries. It is anticipated that the changes made with these new contracts will be reflected during the 2017/18 year.

- 2. 25 responses were received for this question. The reversal of the downward trend is attributed to an increased level of staff providing improved and timely service.
- 3. Some key and unique organisations have been funded through the City Service and City Project Grant with accountability requirements fully achieved.
- 4. Satisfaction trending upwards is attributed to the growth in diversity and size of events supported within the city.
- 5. Tenants expectations have risen, especially with regards to the provision of wall insulation and double glazing for windows. This has affected the level of tenant satisfaction for the 2016/17 year.
- 6. The new operating model and work methods have maintained high occupancy, which has been negatively impacted by units remaining vacant due to required works.
- 7. There was no tolerance applied to the target from 2016/17 year. Fast letting times have maintained high occupancy and revenue. Expenses have increased along with the quantity of repair and maintenance required.
- 8. As at 30 June 2017 the criteria for this measure was in development and was unable to be reliably measured.
- 9. As at 30 June 2017 the criteria for this measure was in development and was unable to be reliably measured.
- 10. All 2016/17 non-public material was assessed for proactive release to the public during each Council Committee meeting round.
- 11. This measure was 100% achieved. There were 334 number of LGOIMA official information requests that were responded to within 20 working days, during 2016/17.
- 12. The Civil Defence Emergency Management Plan is in place and operative.
- 13. Eight sections of the plan were reviewed in the 2016/17 year and additional changes to align the plan with the New Zealand Coordinated Incident Management System are planned for the 2017/18 year.

Some of our achievements in 2016/17 were:

Warm housing - A total of 251 ratepayers took up the Warm Dunedin targeted rates programme for installing clean heating and insulation in 2016/17. More than 1200 have taken up the programme since it started in 2013. The scheme involves repaying the advance funds as a targeted rate over a 10 year period through their rates bill.

Youth hui and collaboration - The Council has supported a community-led model to help youth into employment through greater collaboration amongst social sector leaders to improve outcomes for young people. This includes initiatives focused on increasing youth participation in education, training and employment, building resilience among young people, and preventing youth offending.

South Dunedin – There have been regular conversations with an expanding group of stakeholders interested in the social and economic wellbeing of South Dunedin. In May, a wider community hui was held in South Dunedin with a number of small community driven projects resulting. Drop in sessions hosted by the Council and the Otago Regional Council were held in September to start a community conversation around South Dunedin's future.

Events – Growth in the size and diversity of city events are contributing to increasing satisfaction with festivals and events. Grants – Four funding rounds were delivered during 2016/17. More than \$1.4 million in grants funding was provided to over 200 organisations.

Ara Toi Ōtepoti, Our Creative Future (Dunedin's Arts and Culture Strategy) – Implementation of this strategy continued in 2016/17 and achievements include an arts funding hui which attracted 70 participants and resulted in the most applications ever for arts funding and a development plan for the Mayfair Theatre focussed on funding and organisation. The Council is also partnering with the Otago Community Trust to fund and develop arts capability in Dunedin.

Music and film development - The Council, working in partnership with NZ On Air, have developed Bring It Home, a programme to help promote music and film in Dunedin. The programme allows artists, who are awarded New Music funding from NZ on Air, to secure a top up grant if they film their music video in Dunedin, or hire people or buy goods or services in Dunedin.

Capital Expenditure			
	Note	2016/17 Actual \$'000	2016/17 Budget \$'000
New Capital			
Property Miscellaneous – Corstorphine Subdivision Property Purchase		13	-
Housing - New Housing Units	14	10	1,536
Property Operational - Civic Centre Gig Backbone		27	-
Property Miscellaneous - Toilets		6	_
Property Miscellaneous - Railway Station	15	194	
	-	250	1,536
Renewals			
Cemeteries and Crematorium - Chapel Heating		_	30
Cemeteries and Crematorium - Vehicle and Pedestrian Accessway Renewal	S	-	138
Civil Defence - Emergency Equipment Replacement Programme		42	51
Housing - Existing Housing	16	223	581
Property Operational - Corporate Furniture	17	312	-
Property Operational - Renewal/Replacement of Building Services	18	78	563
Property Operational – Public Toilet Renewals		1	82
Property Miscellaneous - Capital Renewal		176	113
Property Miscellaneous – Public Hall Renewals		19	21
Property Miscellaneous – Railway Station		717	-
	-	1,568	1,579
Taral Carrier	=	1 010	2 11 5
Total Capital	<u>-</u>	1,818	3,115

Explanation of variance

- 14. A number of projects have been delayed while asset assessments are completed. This will allow appropriate programming of work in future years.
- 15. Unbudgeted expenditure on the Railway Station building.
- 16. A number of projects have been delayed while asset assessments are completed. This will allow appropriate programming of work in future years.
- 17. Additional expenditure has been incurred due to reorganisations within the Civic Centre building.
- 18. A number of projects have been delayed while asset assessments are completed. This will allow appropriate programming of work in future years.

Community Development and Support

Income Statement for the Year Ended 30 June 2017

Actual 2016 \$000		Actual 2017 \$000	Budget 2017 \$000
	Revenue		
13,473	General rates	14,770	14,770
341	Warm Dunedin rate	437	437
10,123	External operating revenue	10,298	10,019
	External capital revenue	_	_
23,937	Total revenue	25,505	25,226
	Expenditure by outputs		
1,573	Cemeteries and Crematorium	1,557	1,557
4,565	Events and Community Development	4,807	4,891
5,337	Housing	6,061	5,525
855	Civil Defence	978	894
3,707	Civic Leadership and Administration	5,144	4,138
309	Warm Dunedin	300	421
4,061	Property Miscellaneous	4,229	2,970
7,067	Property Operational	8,422	7,462
27,474	Total expenditure	31,498	27,858
(3,537)	Net surplus/ (deficit)	(5,993)	(2,632)
	Expenditure by inputs		
2,211	Staff costs	2,711	2,443
13,248	Operational costs	16,728	13,440
3,158	Loan interest	2,906	3,080
8,857	Depreciation	9,153	8,895
27,474	Total expenditure	31,498	27,858

Dunedin City Council: Funding Impact Statement for Year Ended 30 June 2017 for Community Development and Support

2016 Long-Term Plan Budget \$000		2017 Actual \$000	2017 Long-Term Plan Budge \$000
7000			700
13,473	Sources of operating funding General rates, uniform annual general charges, rates penalties	14,770	13,828
341		437	437
126	Targeted rates	140	129
	Subsidies and grants for operating purposes		
9,569	Fees and charges	10,158	9,73
6,218	Internal charges and overheads recovered	4,960	6,374
	Local authorities fuel tax, fines, infringement fees, and other receipts		
29,727	Total operating funding	30,465	30,50
	Application of operating funding		
17,278	Payments to staff and suppliers	21,346	17,829
3,642	Finance costs	2,906	3,365
3,849	Internal charges and overheads applied	3,053	3,94
_	Other operating funding applications	-	
24,769	Total application of operating funding	27,305	25,13
4,958	Surplus/(deficit) of operating funding	3,160	5,364
	Sources of capital funding		
-	Subsidies and grants for capital expenditure	-	
-	Development and financial contributions	-	
(4,117)	Increase/(decrease) in debt	(4,578)	(2,266
-	Gross proceeds from sale of assets	-	
-	Lump sum contributions	-	
_	Other dedicated capital funding		
(4,117)	Total sources of capital funding	(4,578)	(2,266
	Application of capital funding		
	Capital expenditure		
34	– to meet additional demand	3	;
2,058	- to improve the level of service	247	1,53
1,757	- to replace existing assets	1,568	1,57
_	Increase/(decrease) in reserves		
(3,008)	Increase/(decrease) of investments	(3,236)	(17
841	Total application of capital funding	(1,418)	3,09
	Surplus/(deficit) of capital funding	(3,160)	(5,364
(4,958)		(0,200)	(0,00 =

Museums, Libraries and Art Gallery

The Council's Museums, Libraries and Art Gallery group consists of the following activities:

- Dunedin Public Libraries
- Dunedin Public Art Gallery
- Toitū Otago Settlers Museum
- Dunedin Chinese Garden
- Otago Museum Levy

How does this group fit into our strategic framework?

This group contributes to two community outcomes - 'A vibrant and creative city' and 'A city of learning' and supports Ara Toi Ōtepoti - Our Creative Future, Dunedin's Arts and culture strategy

Outcome:	A vibrant and creative city Dunedin is a city known for its diverse and engaging arts and culture.
Priorities:	Dunedin has a diverse range of arts and cultural facilities and activities, which are accessible to all.
	• We celebrate the unique identity, character and history of the diverse communities and cultures that make up Dunedin.
	We support the city's legacy of creative and artistic activity.
	Art is truly valued and integrated in the design and development of the city.
Outcome:	A city of learning
	Dunedin is a leading city of education, and its community engages in lifelong learning.
Priorities:	Our city provides opportunities and environments that encourage learning, accessible to all.

Progress against this outcome is measured by monitoring:

Indicator	Target	Actual 2016/17		Data Source
Perception that Dunedin is a creative city.	Not set. Trends are monitored from results. An increasing number of residents perceive Dunedin as a creative city.		76%	ROS

Note: these activities influence perceptions but are not directly responsible for this indicator.

Summary of Group Service Performance Results

Activity	Number of measures	Number of measures achieved	measures	measures not	% of measures achieved
Museums, Libraries and Art Gallery	13	11	2	0	85%
Totals:	13	11	2	0	85%

Museums, Libraries and Art Gallery

What we provide:

Dunedin Public Libraries is the oldest free public library service in New Zealand and was founded in 1908. The Dunedin Public Libraries includes five libraries in Dunedin, Mosgiel, Blueskin Bay, Port Chalmers and Waikouaiti; operates two bookbuses to serve the suburban and rural areas of Dunedin and provides home services. This gives all residents and ratepayers in Dunedin access to a physical item and/or information from a library; opportunities for life-long learning skills; awareness of library resources; and preservation of the Library's Heritage collections.

The Dunedin Public Art Gallery is the oldest art gallery in New Zealand, founded in 1884, located in the Octagon since 1996, and is recognised as one of New Zealand's best galleries, with significant holdings of historical European art, Japanese prints and decorative arts, as well as an excellent collection of New Zealand works. The strength of the collection, combined with its varied programme of activity, has gained national and international recognition. In addition to the local and international exhibitions the gallery provides a wide range of visitor programmes as well as events and education services all of which aim to stimulate an understanding and appreciation of the visual arts. These constantly changing programmes attract local residents to make regular and repeat visits and generates an extremely positive profile of the city to the rest of New Zealand and internationally.

Toitū Otago Settlers Museum and the Dunedin Chinese Garden

The Otago Settlers Museum was founded by the Otago Settlers Association in 1898. A purpose-built gallery was opened in 1908 and is still part of today's Museum. The Museum collections relate to the City of Dunedin, its people, social history, transport and technology. The Museum reopened in December 2012 following major capital redevelopment which included two new buildings: a collections store meeting international standards of collections care and a new entrance building. Te Pae o Mahutonga, the Museum's Ngai Tahu Advisory Group, offered to the Otago Settlers' Museum Board a mana whenua name, 'Toitū', which was endorsed by the Council and incorporated into the name of the redeveloped facility.

The Dunedin Chinese Garden was gifted to the city in July 2008 by the Dunedin Chinese Garden Trust. The Trust had secured funding from a number of sources and worked directly with Shanghai, Dunedin's Sister City, in obtaining materials and artisans from Shanghai to construct the complex, which is one of very few original Chinese gardens in the world outside of China.

Management of the Dunedin Chinese Garden transferred to Toitū Otago Settlers Museum on 1 July 2013. Existing budget lines, service objectives, service levels, service performance measures and fee structures for the Dunedin Chinese Garden have been retained but are now managed and reported within the Toitū Otago Settlers Museum activity.

The Otago Museum contributes to the culture and learning city outcome by providing world class collections, exhibitions, culture, nature and heritage, and as such, the Council provides funding towards these activities. The Council maintains a keen interest in the management of the Otago Museum through four appointments with the Board of Directors. This provides a transparent way of reporting the Council's contribution to this institution via the Otago Museum Levy.

How do we measure performance?

Performance Measure	Data Source	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15	Achievement
Level of Service: Library facilities are ac	cessible and c	ollections me	et the needs o	f the commun	ity	
Percentage of residents who used Dunedin Public Libraries annually.	ROS	≥35%	68%	68%	New measure from 2015/16	Achieved. ¹
Percentage of residents satisfied with Dunedin Public Libraries.	ROS	≥90%	93%	90%	New measure from 2015/16	Achieved. ²
Level of Service: The range of library co	llection mater	ials is maintai	ned and upda	ted		
Number of new library materials (non-serial) acquired per 1,000 population annually.	Annual Statistical Analysis	≥270	185	218	225	Not achieved. ³
Level of Service: Provision of learning opportunities						
Number of participants in lifelong learning programmes conducted by the library.	Monthly statistics	≥45,000	39,405	35,870	45,364	Not achieved. ⁴

Performance Measure	Data Source	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15	Achievement
Level of Service: The Dunedin Public Ar expectations of visitors	t Gallery provi	des access to a	a diverse visua	al art experien	ce which mee	ts the
Percentage of users satisfied or very satisfied with their visit to the Dunedin Public Art Gallery.	User Exit Survey	≥90%	95%	95%	98%	Achieved. ⁵
Number of visitors annually to Dunedin Public Art Gallery.	Electronic Door Count	≥195,000	233,222	228,361	259,579	Achieved. ⁶
Percentage of designated exhibition galleries that are committed to displays from the permanent collection (in order to provide access to the city's holding of nationally significant art).	Calculation based on floor areas vs. time	n s	66%	76%	59%	Achieved. ⁷
Level of Service: The Dunedin Public Ar	t Gallery collec	ction is manag	ed according	to internation	al best practic	e
Percentage of catalogued collection items housed to international best practice at the Dunedin Public Art Gallery.	Assess-ment of housing conditions	100%	100%	100%	100%	Achieved. ⁸
Level of Service: The Toitū Otago Settle which meets the expectations of visitors	•	OSM) facilitie	s provide acce	ess to a diverse	social history	y experience
Percentage of users satisfied or very satisfied with their visit to TOSM.	ROS	≥95%	96%	94% 96%*	94%	Achieved. ⁹
Total number of visitors attracted to TOSM per annum (local/regional, national and international visitors).	Electronic Door Count	≥200,000	309,491	303,951	308,546	Achieved. ¹⁰
Number of special exhibitions, public programmes and events staged per year at TOSM and the Dunedin Chinese Garden.	Annual Status Analysis	≥100	198	184	180	Achieved. 11
Level of Service: Visitors enjoy an authe	ntic Chinese a	rchitectural ar	nd cultural exp	erience		
Percentage of users satisfied or very satisfied with their visit to the Dunedin Chinese Garden.	Visitor Satis-faction Survey from 2011/12	≥90%	97%	81%	92%	Achieved. ¹²
Number of visitors to the Dunedin Chinese Garden.	Ticket sales	≥40,000	51,164	43,650	34,972	Achieved. ¹³

^{*}Note: This result was incorrectly reported in the 2015/16 Annual Report as 96%. This has now been amended to reflect the correct result of 94%.

Explanations

1. Achieved, target is >=35%. The reduced usage of the Dunedin Public Libraries is related to a number of factors including the increased availability of free wifi in other locations and increased use of online and downloadable content reducing the need to visit a physical library.

- 2. Achieved, target was 90%. Factors contributing to the achievement of this target could include high satisfaction with staff assistance and with the collections and service.
- 3. A decrease of 33 from 2015/16 result. Performance measure not achieved as overall budget was reduced from previous year, and there was an increase in Shelf Ready service costs, which is capitalized.
- 4. A 9.4% increase, when compared with 2015/16 results. 1801 events were held in 16/17, compared to 1682 events in 15/16. The difference in the numbers of events can be partially attributed to some biennial festivals (e.g. Science Festival, Writers and Readers Festival) occurring for which the library always hosts a number of events associated with them. City of Literature events and targeted marketing also contributed to the increased numbers.
- 5. The exit survey continues to show high levels of satisfaction. Data captured via Get Smart electronic survey and other means.
- 6. A total of 233,222 visitors for the year. This is above the target of 190,000 and is due mainly to a very popular exhibition at the beginning of the year.
- 7. There is a consistent effort made to utilise DPAG Collection items where appropriate.
- 8. All Collection items are held to international best practice.
- 9. Target has been achieved. The facility continues to rate highly in terms of user satisfaction.
- 10. This is the highest number of visitors since the Museum Redevelopment in 2012, with a high proportion of repeat local visitors. Well above target.
- 11. Performance is well above target. Extra events during the year have been screenings of the documentary "Journey to Lan Yuan."
- 12. This target was achieved with 97% of visitors satisfied. ROS also measures visitor satisfaction with the Dunedin Chinese Garden and the ROS result for the year was 65%. The intention from 2018 is to use the ROS data source for this measure as surveys are conducted more regularly.
- 13. This is the most successful year to date for the Garden with a very successful cruise ship and tourist season contributing to high ticket sales and visitor numbers, helped by 10,000 visitors to the annual Chinese New Year celebration. Well above target.

Some of our achievements in 2016/17:

Dunedin Chinese history film - Dunedin's Chinese history and heritage is explored in a new documentary film titled Journey to Lan Yuan, created by a team from Toitū Otago Settlers Museum and Dunedin Chinese Garden.

Inaugural Storytelling Festival – Dunedin held its inaugural International Storytelling festival, Around the World in 80 Tales, at the Dunedin City Library in March. It featured stories in 15 languages drawn from the city's diverse cultures.

Additional service - Additional service centre facilities, combined with increased opening hours, were introduced at Blueskin Bay and Waikouaiti libraries in July 2016.

Gardens of National Significance - Both Olveston garden and the Dunedin Chinese Garden continue to hold the status of Gardens of National Significance.

City of Literature – The Dunedin UNESCO City of Literature won the opportunity to have a stand at the iconic Bologna Children's Book Fair in April. The launch of a City of Literature doctoral scholarship was announced by the University of Otago and the Council in January 2017.

South Dunedin – Work is underway to set up a temporary South Dunedin community hub in Hillside Road which will include space for community and library activities.

Dunedin Public Art Framework – A draft Dunedin Public Art Framework was developed during the year in response to feedback on Ara Toi, Our Creative Future, Dunedin's Arts and Culture Strategy. The vision of the framework is that public art will help transform Dunedin into a place that is even more extraordinary, creating places in our city that delight, intrigue and challenge those who venture into them.

Capital Expenditure

	2016/17 Actual \$'000	2016/17 Budget \$'000
New Capital		
Dunedin Public Art Gallery – *DPAG Society Funded Acquisitions	55	31
Dunedin Public Art Gallery – Acquisitions	-	51
Dunedin Public Art Gallery - DCC Funded Acquisitions	50	109
Dunedin Public Art Gallery – DPAG Minor Capital Works	34	21
Dunedin Public Libraries – Heritage Collection Purchases	51	70
Dunedin Public Libraries – Heritage Collection Purchases – Trust Funds	1	10
Dunedin Public Libraries – South Dunedin Community Facility	57	_
Dunedin Public Libraries – Library Planning Project	-	154
Toitū Otago Settlers Museum – Minor Capital Works	19	21
	267	467
Renewals		
Dunedin Public Art Gallery – DX Dehumidification Project	67	6
Dunedin Public Art Gallery – Exhibition Lighting	50	51
Dunedin Public Art Gallery – Security Cameras	-	26
Dunedin Public Libraries – Minor Capital Equipment Purchases	22	56
Dunedin Public Libraries – Operational Collections Purchases	797	936
	936	1,075
Total Capital	1,203	1,542

Museums, Libraries and Art Gallery

Income Statement for the Year Ended 30 June 2017

Actual 2016 \$000		Actual 2017 \$000	Budget 2017 \$000
	Revenue		
23,145	General rates	22,996	22,996
1,672	External operating revenue	2,233	1,701
116	External capital revenue	-	65
24,933	Total revenue	25,229	24,762
	Expenditure by outputs		
10,323	Dunedin Public Libraries	10,817	10,583
4,123	Dunedin Public Art Gallery	4,092	4,132
6,013	Toitū Otago Settlers Museum	5,536	5,876
722	Dunedin Chinese Garden	794	760
-	Olveston	700	-
3,924	Otago Museum	3,924	3,924
25,105	Total expenditure	25,863	25,275
(172)	Net surplus/ (deficit)	(634)	(513)
	Expenditure by inputs		
8,852	Staff costs	9,670	8,820
12,959	Operational costs	13,181	13,218
1,018	Loan interest	1,020	1,020
2,276	Depreciation	1,992	2,217
25,105	Total expenditure	25,863	25,275

Dunedin City Council: Funding Impact Statement for Year Ended 30 June 2017 for Museums, Libraries and Art Gallery

Long-Term		2017 Actual	2017 Long-Term
Plan Budget			Plan Budget
\$000		\$000	\$000
	Sources of operating funding		
23,145	General rates, uniform annual general charges, rates penalties	22,996	23,715
_	Targeted rates	_	-
248	Subsidies and grants for operating purposes	304	254
1,342	Fees and charges	1,832	1,376
129	Internal charges and overheads recovered	139	132
113	Local authorities fuel tax, fines, infringement fees, and other receipts	96	115
24,977	Total operating funding	25,367	25,592
	Application of operating funding		
16,000	Payments to staff and suppliers	17,440	16,313
1,289	Finance costs	1,020	1,242
5,834	Internal charges and overheads applied	5,549	5,980
_	Other operating funding applications	_	_
23,123	Total application of operating funding	24,009	23,535
1,854	Surplus/(deficit) of operating funding	1,358	2,057
1,054		1,556	2,037
	Sources of capital funding		
86	Subsidies and grants for capital expenditure	_	88
_	Development and financial contributions	_	-
(616)	Increase/(decrease) in debt	(1,057)	(665)
_	Gross proceeds from sale of assets	_	-
_	Lump sum contributions	_	-
	Other dedicated capital funding	_	_
(530)	Total sources of capital funding	(1,057)	(577)
	Application of capital funding		
	Capital expenditure		
-	- to meet additional demand	-	-
385	- to improve the level of service	267	467
1,130	- to replace existing assets	936	1,075
-	Increase/(decrease) in reserves	-	-
(191)	Increase/(decrease) of investments	(902)	(62)
1,324	Total application of capital funding	301	1,480
(1,854)	Surplus/(deficit) of capital funding	(1,358)	(2,057)
	Funding balance	_	_

Sport, Recreation and Leisure

The Council's Sport, Recreation and Leisure group consists of the following activities:

- Aquatic Services
- Botanic Garden
- Parks and Reserves (including Parks and Reserves planning and administration)

How does this group fit into our strategic framework?

This group contributes to 'An active city' community outcome and the soon to be completed Parks and Recreation Strategy.

Outcome:	An active city Where Dunedin's people lead active, healthy and enjoyable lifestyles.
Priorities:	A city with a range of recreational, sporting and leisure facilities and opportunities, which are accessible to all.
	Our city has environments that encourage physical activity and recreation.
	We promote and encourage sporting and recreational events and opportunities.

Progress against this outcome is measured by monitoring:

Indicator	Target	Actual 2016/17	Actual 2015/16	Data Source
Ratio of sportsfields to population (hectares per 1,000 population).	0.80ha per 1,000 0f population	0.8	1.08 *	DCC Parks and Reserves Yard Stick Statistic
Participation at Council-owned pools (total attendances).	Not to decline	671,567	696,557	DCC Internal Attendence data
The Botanic Garden maintains a grading of "International" Significance from the New Zealand Gardens Trust.	Maintain grading	Achieved. The Botanic Garden retained its status as a 6-star garden	Achieved. The Botanic Garden retained its status as a 6-star garden	NZ Gardens Trust

^{*} Hectare value updated using results from the Yardstick Benchmark Survey for 2016. This is based on population figures from Stats NZ website (2013 census = 120,249). Better measuring and recording of sports fields maintained has improved the accuracy of this result

Summary of Group Service Performance Results

Group	Number of measures	Number of measures achieved	Number of measures not achieved	measures not	measures
Sport, Recreation and Leisure	12	7	5	0	58%
Totals:	12	7	5	0	58%

Sport, Recreation and Leisure

What we provide:

Aquatic Services manages Moana Pool, Mosgiel Community Pool, Port Chalmers Community Pool, and St Clair Hot Saltwater Pool. Through the four pools, all residents and visitors in Dunedin have access to well maintained, inviting, and supervised swimming facilities. Aquatic Services also provide professional swimming coaching, and facilitate the learn-to-swim programme for more than 1,700 students every term. Moana Pool is open all year, with additional services including: crèche; waterslide; gymnasium; physiotherapy; massage; and a shop. Mosgiel Community Pool is open seven months of the year and Port Chalmers Community Pool and St Clair Hot Saltwater Pool are open for six months of the year. In addition, the Council provides grants for the community pool at Middlemarch, Moana Gow Pool and six school pools.

The Botanic Garden has 19 themed-garden collections and an aviary for Dunedin residents and visitors to enjoy within an attractive natural and built environment. The Dunedin Botanic Garden is graded as a Garden of International Significance by the NZ Gardens Trust.

Dunedin City has a wide range of open spaces providing parks and recreation facilities, for both organised and casual use throughout the year. These open spaces make the city a green and pleasant environment for the community. They include playgrounds, sports grounds and parks and reserves containing a variety of assets that provide quality recreational opportunities. The Parks and Reserves team are responsible for the management of assets, contract management, project management of works, formal and informal lease/use arrangements, and the development and implementation of policies and plans relating to parks and reserves, recreation and leisure.

How do we measure performance?

Performance Measure	Data Source	Target 2016/17	Actual 2016/17	Actual 2015/16	Actual 2014/15	Achievement			
Level of Service: Aquatic facilities are ac	Level of Service: Aquatic facilities are accessible to everyone								
Number of Annual Attendances at Counc	il swimming p	ools:							
Moana Pool	Internal data	≥600,000	587,385	596,448	601,264	Not achieved. ¹			
St Clair Hot Saltwater Pool	Internal data	≥36,000	30,363	50,678	44,557	Not achieved. ²			
Mosgiel Pool	Internal data	≥35,000	36,837	31,146	34,284	Achieved. ³			
Port Chalmers Pool	Internal data	≥14,500	16,982	18,285	13,244	Achieved.4			
Level of Service: Aquatic facilities are w	ell maintained	and meet the	needs of user	s					
% of users satisfied with all swimming pools.	ROS	≥85%	86%	86%	96%	Achieved. ⁵			
Council-operated swimming pools achieve the New Zealand Water Pool Quality Standards.	CERM data	100%	100%	100%	100%	Achieved. ⁶			
Level of Service: The Botanic Garden an	d its facilities	are well maint	tained and me	et the needs o	f users				
Percentage of users satisfied or very satisfied with the Botanic Garden overall.	ROS	≥90%	95%	96%	98%	Achieved. ⁷			
Level of Service: Parks and Reserves fac	ilities are acce	ssible to ever	yone						
Percentage of respondents that agree sites and facilities are satisfactorily accessible.	ROS	≥80%	78%	79%	83%	Not achieved.8			
Level of Service: Parks and Reserves fac	ilities are well	maintained a	nd meet the ne	eeds of users					
Percentage of users satisfied with DCC Playgrounds	ROS	≥80%	77%	75%	82%	Not achieved.9			
Percentage of users satisfied with DCC Sportsfields	ROS	≥80%	75%	79%	New measure from 2015/16	Not achieved. ¹⁰			

Performance Measure	Data Source	Target 2016/17				Achievement
Percentage of users satisfied with DCC Tracks	ROS	≥80%	84%	79%	90%	Achieved. ¹¹
Percentage of users satisfied with DCC scenic, bush and coastal reserves	ROS	≥80%	87%	86%	91%	Achieved. ¹²

Explanations

- 1. Numbers of visitors decreased in 2016/17, possibly impacted by a poor summer. The focus for the coming year is on marketing and promotion opportunities for Moana Pool.
- 2. Numbers of visitors decreased in 2016/17 and were impacted by poor summer weather. Attendance at this outdoor facility is strongly weather related.
- 3. Numbers of visitors increased in 2016/17 with the introduction of a Community Pools Supervisor position focussed on promotion of community pools.
- 4. Numbers of visitors increased in 2016/17 with the introduction of a Community Pools Supervisor position focussed on promotion of community pools.
- 5. Target has been achieved for 2016/17. A review into the structure and operations of Moana Pool will occur during the 2017/18 financial year.
- 6. All pools achieved pool safe accreditation.
- 7. The Botanic Garden is one of the city's key assets and is enjoyed by local and international visitors regularly. Satisfaction remains high and above target.
- 8. The restructure of the parks and recreation maintenance contracts came into effect during the year. It is anticipated that this change will be reflected in next year's results with the satisfaction levels for users increasing as the team works through renewals and asset management of our green spaces and facilities.
- 9. A playground audit has been carried out during the year and replacement of equipment, identified as priority one, has begun. Scheduled maintenance and updating of playgrounds will continue in 2017/18 and over the coming years.
- 10. The parks maintenance contracts have been in their first year of implementation including the use of a new contractor. The appointment of a Sportsfield Officer is expected to improve the standard of delivery of Council sportsfield assets. A review of the sports booking process is being undertaken to assess the demand and utilisation of the sports fields and to develop a better maintenance programme based on needs versus a blanket approach to all sports fields.
- 11. Parks and Recreation will be reviewing the entire track network in order to determine the most appropriate level of service, future maintenance and development of tracks. The implementation of a new tracks contract will increase the level of service and standards of Council tracks. Partnership with the Department of Conservation on all of the city's tracks is a priority.
- 12. New ecological and pest controls contracts have been awarded, it is anticipated that the structure of these new contracts will improve the standards of Dunedin's scenic, bush and coastal reserves. The appointment of the Biodiversity Officer role has played a key role in implementing the new initiatives and operations in this area.

Some of our achievements in 2016/17:

Managing pests - The Council signed a Memorandum of Understanding (MOU) for the Predator Free Dunedin (PFD) initiative together with 18 other signatories. Other pest management work underway includes:

- new guidelines for pest and ecological contracts on Council parks and reserves which will be in place on 1 July 2017, with mandatory operational monitoring by a third party
- Council approval for an OSPRI's 1080 pest control operation on Council land in the Silverstream catchment area while the
 operation targets possums it is also expected to reduce the number of rats and other predators and will benefit native bird species
 and biodiversity in the area
- Council continuing the Sycamore Removal Trial along a section of the West Harbour cycleway and
- non-toxic herbicides for weed control being trialled at Marlow Park Playground in St Kilda, with another trial planned at the proposed 'pocket park' in the old Carisbrook Stadium site later this year.

Town Belt boost – The Council is providing financial support to a Town Belt Education Initiative on the understanding that urban pest control and restoration will be included as part of student project work to restore the mauri of the Dunedin Town Belt.

Volunteer conservation – The Trail Crew programme, aimed at enhancing and maintaining trails in and around Dunedin while also providing volunteer experiences for people looking to explore new places, learn new skills, meet people and give something back, was launched in May 2017 by the Council and the Department of Conservation.

Reserves and Beaches bylaw – The Reserves bylaw was reviewed. The review, and the public feedback about the management of our reserves and beaches, resulted in the Beaches and Reserves bylaw which regulates activities on beaches and reserves.

Capital Expenditure

	Note	2016/17 Actual \$'000	2016/17 Budget \$'000
New Capital			
Aquatic Services – *Mosgiel Pool	13	-	410
Aquatic Services – Fall Arrest System		10	_
Botanic Garden – Building Redevelopment		140	_
Botanic Garden – Administration Building Workshop Upgrade		_	21
Botanic Garden – Duck Pond Pier		41	_
Parks and Reserves – *Reserve Development Mosgiel East		44	205
Parks and Reserves – Playground Improvement		_	21
Parks and Reserves – University Oval Grandstand		16	_
Parks and Reserves – Art in Public Places		_	102
Parks and Reserves – Bud Lighting George St Trees		7	_
Parks and Reserves – Baldwin St Toilet	14	250	-
Parks and Reserves – Port Chalmers Yacht Club Fence		10	_
Parks and Reserves – University Oval Embankment Fence	=	21	
		539	759
Renewals	_		
Aquatic Services – AQ Bulkhead Replacement		(23)	_
Aquatic Services – Gym Equipment Replacement		19	21
Aquatic Services – Moana Pool		(55)	16
Aquatic Services – Moana Pool Double Glazing Replacement		_	58
Aquatic Services – Mosgiel Pool		16	19
Aquatic Services – Port Chalmers		2	19
Aquatic Services - St Clair Hot Salt Water Pool		21	23
Parks and Reserves – Ocean Beach Erosion Structure	15	313	
Parks and Reserves – Parks & Reserves Asset Renewal	16	1,086	_
Parks and Reserves – Playground Renewals	17	7	286
Parks and Reserves – Reserve Furniture and Fence Renewals	18	21	31
Parks and Reserves – Specimen Tree Renewals	19	_	26
Parks and Reserves – Sports Surfaces Renewals	20	497	177
Parks and Reserves - Vehicle Accessway Renewals	21	4	230
Parks and Reserves – Pedestrian Accessway Renewals	22		27
	-	1,908	933
Total Capital	-	2,447	1,692
	-	۵, 11/	1,002

$Explanation\ of\ variance$

- 13. Funding for this project is now budgeted in the 2017/18 year.
- $14.\ Unbudgeted\ expenditure\ on\ a\ public\ to ilet\ near\ Baldwin\ Street.$
- 15. Unbudgeted expenditure on sand sausage replacement.
- 16, 17, 18, 19, 20, 21 & 22. Overall the renewals expenditure on Parks and Reserves assets was higher than budget and included the removal of asbestos. Vehicle accessway renewals were completed by the Transportation Department.

Sport, Recreation and Leisure

Income Statement for the Year Ended 30 June 2017

Actual 2016 \$000		Actual 2017 \$000	Budget 2017 \$000
	Revenue		
9,571	General rates	10,147	18,442
10,703	Community services rate	10,978	2,683
8,454	External operating revenue	5,077	4,425
3	External capital revenue	45	-
26	Vested assets	_	-
28,757	Total revenue	26,247	25,550
	Expenditure by outputs		
3,617	Parks and Recreation Services Planning	4,004	4,530
12,111	Parks and Reserves	15,449	11,284
1,602	Parks and Recreation Services Administration	2,044	1,991
8,114	Aquatic Services	8,190	7,268
2,603	Botanic Garden	2,749	2,981
28,047	Total expenditure	32,436	28,054
710	Net surplus/ (deficit)	(6,189)	(2,504)
	Expenditure by inputs		
5,817	Staff costs	6,405	6,014
17,811	Operational costs	21,374	18,178
772	Loan interest	755	755
3,647	Depreciation	3,902	3,107
28,047	Total expenditure	32,436	28,054

Dunedin City Council: Funding Impact Statement for Year Ended 30 June 2017 for Sport, Recreation and Leisure

2016 Long-Term Plan Budget \$000		2017 Actual \$000	2017 Long-Term Plan Budget \$000
	Sources of operating funding		
9,571	General rates, uniform annual general charges, rates penalties	10,147	10,450
10,704	Targeted rates	10,978	10,947
_	Subsidies and grants for operating purposes	242	_
4,166	Fees and charges	4,416	4,438
9	Internal charges and overheads recovered	9	9
	Local authorities fuel tax, fines, infringement fees, and other receipts	52	_
24,450	Total operating funding	25,844	25,844
	Application of operating funding		
20,073	Payments to staff and suppliers	24,998	20,551
1,059	Finance costs	755	1,018
2,897	Internal charges and overheads applied	2,790	2,969
-	Other operating funding applications	_	-
24,029	Total application of operating funding	28,543	24,538
421	Surplus/(deficit) of operating funding	(2,699)	1,306
	Sources of capital funding		
1,200	Subsidies and grants for capital expenditure	45	_
732	Development and financial contributions	366	79
(644)	Increase/(decrease) in debt	(788)	(278)
_	Gross proceeds from sale of assets	-	-
_	Lump sum contributions	_	_
-	Other dedicated capital funding	_	_
1,288	Total sources of capital funding	(377)	(199)
	Application of capital funding		
	Capital expenditure		
1,007	– to meet additional demand	82	189
2,299	- to improve the level of service	457	570
493	- to replace existing assets	1,908	933
-	Increase/(decrease) in reserves	_	-
(2,090)	Increase/(decrease) of investments	(5,523)	(585)
1,709	Total application of capital funding	(3,076)	1,107
(421)	Surplus/(deficit) of capital funding	2,699	(1,306)
	Funding balance		

Corporate Services

The Council has a number of Corporate Support activities. These activities provide technical and administrative support for the key delivery activities of the Council (as described in the earlier pages of this section). In some instances, the support activities also provide an external service (i.e. the provision of the Council's website). The support activities are largely funded by an internal charge to the activities identified earlier in this section. The charge is based on an allocation method that endeavours to reflect the true cost to the key delivering activities.

The Corporate Support activities are listed below:

Administration Services – This department provides administrative support to all Council activities, such as secretarial services and photocopying.

Fleet Operations - Fleet Operations (Citifleet) owns and runs the Council's vehicle fleet.

Corporate Leadership – This activity provides the following services to the Council: monitoring and managing the performance of the organisation, directing human resource requirements, oversight of asset management and energy utilisation, financial planning and aligning the organisation with the Council's legislative and customer requirements.

Corporate Policy Team – Provides a strategic overview to the organisation offering policy advice and services to the Council. The budget for this team was previously in the Corporate Leadership budget and is now separately identified.

Council Communications – Raises the positive profile of Dunedin and the Council, by communicating the Council's initiatives and assisting the Council's activities in their communications with the community.

Customer Services Agency – The Customer Services Agency is the first point of contact for most callers to the Council. The Customer Services Agency enables the majority of customer calls to be dealt with at the first point of contact.

Finance – The principal services include rates billing and collection, cash receipting, accounts payable, payroll, maintaining integrity of financial systems, financial reporting, financial advice, internal audit/internal controls, tender process management and insurance management.

Human Resources – The Human Resources Department provides strategic advice, expertise and support on employment relations, recruitment, remuneration, training, health and safety, staff welfare, performance development and change management issues.

Property Management – The Property Management activity supplies professional, property management and consultancy services to the Council's Property activities and property transactions.

Business Information Services – Business Information Services provides the Council with Information and Communications Technology (ICT) services and comprises three departments:

- Business Solutions supports the Council's current and future ICT solutions. The services provided include application support and development, business intelligence services, ICT project management and website and intranet content and development.
- Information Solutions provides information and data management support for core Council functions. Services include document and records management, archives management, land and property information management along with GIS, aerial photography and mapping services.
- Network Services plans and develops the Council ICT infrastructure, is responsible for ICT security and change management and co-ordinates ICT training. Network Services also provides the service support desk and is therefore the first point of contact for all ICT service requests.

Contribution to Community Outcomes

This group of activities has a secondary contribution to all community outcomes in that the activities within the group provide "back office" support to other Council activities in making their contributions to outcomes. There are no stated service levels or measures of service performance measures shown in the LTP for this group, however each activity in the group has a set of key performance measures in their activity management plans that are reflective of their role in support the other Groups of Activity.

Corporate support is presented as a 'Group Activity' in the Long Term Plan. As a consequence of this, Council is required to include in the Annual Report Financial Statements that reflect the Long Term Plan content for this Group of Activity.

Capital Expenditure			
	Note	2016/17 Actual \$'000	2016/17 Budget \$'000
New Capital			
Council Communications – Web Communications Equipment	_	34	51
	_	34	51
Renewals			
Fleet Operations – Vehicle Fleet Replacement		401	357
Business Information Services – Customer and Regulatory Solutions	1	58	876
Business Information Services – Desktop Equipment	2	383	368
Business Information Services – Digital Workspace and Records Management	3	40	118
Business Information Services – Financial and HR Applications	4	8	164
Customer Services Agency - Contact Centre Applications		_	154
Finance – Corporate Furniture	_		41
	-	890	2,078
Total Capital	_	924	2,129

Explanation of variance

 $1,\,2,\,3\,\&\,4.\ Various\ IT\ infrastructure\ projects\ and\ applications\ upgrades\ will\ now\ be\ undertaken\ in\ the\ 2017/18\ year.$

Corporate Support

Income Statement for the Year Ended 30 June 2017

Actual 2016 \$000		Actual 2017 \$000	Budget 2017 \$000
	Revenue		
3,819	General rates	4,971	4,971
1,269	External operating revenue	1,046	924
15	External capital revenue	-	-
5,103	Total revenue	6,017	5,895
	Expenditure by outputs		
(113)	Fleet Operations	(115)	(81)
609	Corporate Leadership	573	944
2,283	Council Communications	2,651	2,466
722	Property Management	1,529	281
(109)	Customer Services Agency	49	151
369	Finance	845	960
281	Human Resources	456	330
1,204	Business Information Services	521	1,096
(196)	Policy Analyst Team	(136)	(235)
5,050	Total expenditure	6,373	5,912
53	Net surplus/ (deficit)	(356)	(17)
	Expenditure by inputs		
12,239	Staff costs	12,769	13,105
(8,757)	Operational costs	(8,001)	(8,985)
98	Loan interest	77	76
1,470	Depreciation	1,528	1,716
5,050	Total expenditure	6,373	5,912

Dunedin City Council: Funding Impact Statement for Year Ended 30 June 2017 for Corporate Support

	2016		2017	2017
\$000	-		Actual	-
3,819 General rates, uniform annual general charges, rates penalties	_		\$000	_
3,819 General rates, uniform annual general charges, rates penalties		Sources of operating funding		
- Targeted rates - Subsidies and grants for operating purposes - 1,042 622 26,245 Internal charges and overheads recovered 25,419 26,902 - Local authorities fuel tax, fines, infringement fees, and other receipts - 2 30,671 Total operating funding 23,753 Payments to staff and suppliers 23,562 22,988 104 Finance costs 77 83 6,242 Internal charges and overheads applied 6,622 6,338 - Other operating funding applications - 7 830,099 Total application of operating funding 30,261 29,469 Surplus/(deficit) of operating funding 30,261 29,469 Sources of capital funding 30,261 29,469 Sources of capital funding 1,171 1,936 Sources of capital funding 2 - Subsidies and grants for capital expenditure - Development and financial contributions 4 4 - Development and financial contributions 4 4 - Development and financial contributions 4 4 - Development and financial contributions 5 - Cother dedicated capital funding 6 Gross proceeds from sale of assets 145 82 - Lump sum contributions - Cother dedicated capital funding (1,300) (218) Application of capital funding (202) Total sources of capital funding (1,300) (218) Application of capital funding (203) - to replace existing assets 890 2,078 - Increase/(decrease) in reserves Increase/(decrease) of investments (1,053) (411) Total application of capital funding (1,29) 1,718 (572) Surplus/(deficit) of capital funding (1,171) (1,936)	3,819		4,971	3,881
- Subsidies and grants for operating purposes -<	_		-	_
26,245 Internal charges and overheads recovered 25,419 26,902	_	Subsidies and grants for operating purposes	_	_
Local authorities fuel tax, fines, infringement fees, and other receipts	607		1,042	622
30,671 Total operating funding 31,432 31,405	26,245	Internal charges and overheads recovered	25,419	26,902
Application of operating funding 23,753 Payments to staff and suppliers 23,562 22,988 104 Finance costs 77 83 6,242 Internal charges and overheads applied 6,622 6,398 - Other operating funding applications	-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-
23,753 Payments to staff and suppliers 23,562 22,988 104 Finance costs 77 83 6,242 Internal charges and overheads applied 6,622 6,398 - Other operating funding applications - - 30,099 Total application of operating funding 30,261 29,469 572 Surplus/(deficit) of operating funding 1,171 1,936 Sources of capital funding - - - - Subsidies and grants for capital expenditure - - - - Development and financial contributions 4 - - (282) Increase/(decrease) in debt (1,449) (300) 80 Gross proceeds from sale of assets 145 82 - Lump sum contributions - - - - Other dedicated capital funding (1,300) (218) Application of capital funding Capital expenditure - - - to meet additional demand - - - to improve the level of service	30,671	Total operating funding	31,432	31,405
23,753 Payments to staff and suppliers 23,562 22,988 104 Finance costs 77 83 6,242 Internal charges and overheads applied 6,622 6,398 - Other operating funding applications - - 30,099 Total application of operating funding 30,261 29,469 572 Surplus/(deficit) of operating funding 1,171 1,936 Sources of capital funding - - - - Subsidies and grants for capital expenditure - - - - Development and financial contributions 4 - - (282) Increase/(decrease) in debt (1,449) (300) 80 Gross proceeds from sale of assets 145 82 - Lump sum contributions - - - - Other dedicated capital funding (1,300) (218) Application of capital funding Capital expenditure - - - to meet additional demand - - - to improve the level of service		Application of operating funding		
104 Finance costs 77 83 6,242 Internal charges and overheads applied 6,622 6,398 Other operating funding applications - - 30,099 Total application of operating funding 30,261 29,469 572 Surplus/(deficit) of operating funding 1,171 1,936 Sources of capital funding - Subsidies and grants for capital expenditure - - - Development and financial contributions 4 - (282) Increase/(decrease) in debt (1,449) (300) 80 Gross proceeds from sale of assets 145 82 - Lump sum contributions - - - Other dedicated capital funding - - (202) Total sources of capital funding (1,300) (218) Application of capital funding Capital expenditure - - - - - 230 - to improve the level of service 34 51	23,753		23,562	22,988
6,242 Internal charges and overheads applied 6,622 6,398 Other operating funding applications - - 30,099 Total application of operating funding 30,261 29,469 572 Surplus/(deficit) of operating funding 1,171 1,936 Sources of capital funding - Development and financial contributions 4 - - Development and financial contributions 4 - (282) Increase/(decrease) in debt (1,449) (300) 80 Gross proceeds from sale of assets 145 82 - Lump sum contributions - - - Other dedicated capital funding - - (202) Total sources of capital funding (1,300) (218) Application of capital funding Capital expenditure - - - - - 230 - to improve the level of service 34 51 1,053 - to replace existing assets 890 2,078			· ·	
- Other operating funding applications -	6,242	Internal charges and overheads applied	6,622	6,398
572 Surplus/(deficit) of operating funding 1,171 1,936 Sources of capital funding - Subsidies and grants for capital expenditure - - - Development and financial contributions 4 - (282) Increase/(decrease) in debt (1,449) (300) 80 Gross proceeds from sale of assets 145 82 - Lump sum contributions - - - Other dedicated capital funding - - (202) Total sources of capital funding (1,300) (218) Application of capital funding Capital expenditure - - - - to meet additional demand - - - - to improve the level of service 34 51 1,053 - to replace existing assets 890 2,078 - Increase/(decrease) in reserves - - - (913) Increase/(decrease) of investments (1,053) (411) 370 Total application of capi	_		_	_
Sources of capital funding - Subsidies and grants for capital expenditure Development and financial contributions 4 (282) Increase/(decrease) in debt (1,449) (300) 80 Gross proceeds from sale of assets 145 82 Lump sum contributions - - Other dedicated capital funding - - (202) Total sources of capital funding (1,300) (218) Application of capital funding Capital expenditure - to meet additional demand - - 230 - to improve the level of service 34 51 1,053 - to replace existing assets 890 2,078 Increase/(decrease) in reserves - - (913) Increase/(decrease) of investments (1,053) (411) 370 Total application of capital funding (129) 1,718 (572) Surplus/(deficit) of capital funding (1,171) (1,936)	30,099		30,261	29,469
Sources of capital funding - Subsidies and grants for capital expenditure Development and financial contributions 4 (282) Increase/(decrease) in debt (1,449) (300) 80 Gross proceeds from sale of assets 145 82 Lump sum contributions - - Other dedicated capital funding - - (202) Total sources of capital funding (1,300) (218) Application of capital funding Capital expenditure - to meet additional demand - - 230 - to improve the level of service 34 51 1,053 - to replace existing assets 890 2,078 Increase/(decrease) in reserves - - (913) Increase/(decrease) of investments (1,053) (411) 370 Total application of capital funding (129) 1,718 (572) Surplus/(deficit) of capital funding (1,171) (1,936)	572	Surplus/(deficit) of operating funding	1.171	1.936
- Subsidies and grants for capital expenditure - Development and financial contributions 4	G/ -		_,	_,,
- Development and financial contributions 4 - (282) Increase/(decrease) in debt (1,449) (300) 80 Gross proceeds from sale of assets 145 82 - Lump sum contributions - - - Other dedicated capital funding - - (202) Total sources of capital funding (1,300) (218) Application of capital funding Capital expenditure - - - to meet additional demand - - - to improve the level of service 34 51 1,053 - to replace existing assets 890 2,078 - Increase/(decrease) in reserves - - (913) Increase/(decrease) of investments (1,053) (411) 370 Total application of capital funding (129) 1,718 (572) Surplus/(deficit) of capital funding (1,171) (1,936)				
(282) Increase/(decrease) in debt (1,449) (300) 80 Gross proceeds from sale of assets 145 82 - Lump sum contributions - - - Other dedicated capital funding - - (202) Total sources of capital funding (1,300) (218) Application of capital funding Capital expenditure - - - - to meet additional demand - - 230 - to improve the level of service 34 51 1,053 - to replace existing assets 890 2,078 - Increase/(decrease) in reserves - - (913) Increase/(decrease) of investments (1,053) (411) (972) Surplus/(deficit) of capital funding (1,171) (1,936)			-	_
80 Gross proceeds from sale of assets 145 82 - Lump sum contributions - - - Other dedicated capital funding - - (202) Total sources of capital funding (1,300) (218) Application of capital funding Capital expenditure - - - to meet additional demand - - 230 - to improve the level of service 34 51 1,053 - to replace existing assets 890 2,078 - Increase/(decrease) in reserves - - (913) Increase/(decrease) of investments (1,053) (411) 370 Total application of capital funding (1,29) 1,718 (572) Surplus/(deficit) of capital funding (1,171) (1,936)				(200)
- Lump sum contributions			,	` ,
- Other dedicated capital funding (202) Total sources of capital funding (1,300) (218) Application of capital funding Capital expenditure to meet additional demand 230 - to improve the level of service 34 51 1,053 - to replace existing assets 890 2,078 - Increase/(decrease) in reserves (913) Increase/(decrease) of investments (1,053) (411) 370 Total application of capital funding (129) 1,718 (572) Surplus/(deficit) of capital funding (1,171) (1,936)			143	02
(202) Total sources of capital funding (1,300) (218) Application of capital funding Capital expenditure - - - - to meet additional demand - - - 230 - to improve the level of service 34 51 1,053 - to replace existing assets 890 2,078 - Increase/(decrease) in reserves - - (913) Increase/(decrease) of investments (1,053) (411) 370 Total application of capital funding (129) 1,718 (572) Surplus/(deficit) of capital funding (1,171) (1,936)			_	_
Application of capital funding Capital expenditure to meet additional demand 230 - to improve the level of service 34 51 1,053 - to replace existing assets 890 2,078 - Increase/(decrease) in reserves (913) Increase/(decrease) of investments (1,053) (411) 370 Total application of capital funding (129) 1,718 (572) Surplus/(deficit) of capital funding (1,171) (1,936)			(1 300)	(218)
Capital expenditure to meet additional demand 230 - to improve the level of service 34 51 1,053 - to replace existing assets 890 2,078 - Increase/(decrease) in reserves (913) Increase/(decrease) of investments (1,053) (411) 370 Total application of capital funding (129) 1,718 (572) Surplus/(deficit) of capital funding (1,171) (1,936)	(202)	· · · · · · · · · · · · · · · · · · ·	(1,000)	(210)
to meet additional demand				
230 - to improve the level of service 34 51 1,053 - to replace existing assets 890 2,078 - Increase/(decrease) in reserves - - (913) Increase/(decrease) of investments (1,053) (411) 370 Total application of capital funding (129) 1,718 (572) Surplus/(deficit) of capital funding (1,171) (1,936)				
1,053 - to replace existing assets 890 2,078 - Increase/(decrease) in reserves - - (913) Increase/(decrease) of investments (1,053) (411) 370 Total application of capital funding (129) 1,718 (572) Surplus/(deficit) of capital funding (1,171) (1,936)			-	_
- Increase/(decrease) in reserves (913) Increase/(decrease) of investments (1,053) (411) 370 Total application of capital funding (129) 1,718 (572) Surplus/(deficit) of capital funding (1,171) (1,936)		-		
(913) Increase/(decrease) of investments (1,053) (411) 370 Total application of capital funding (129) 1,718 (572) Surplus/(deficit) of capital funding (1,171) (1,936)			890	2,078
370 Total application of capital funding (129) 1,718 (572) Surplus/(deficit) of capital funding (1,171) (1,936)			(1.050)	- (//2/2)
(572) Surplus/(deficit) of capital funding (1,171) (1,936)				
	370	lotal application of capital funding	(129)	1,718
- Funding balance	(572)	Surplus/(deficit) of capital funding	(1,171)	(1,936)
		Funding balance	_	_