



Council Activities

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What does this activity involve?

The Leadership activity covers the role and functions of the Mayor and elected members of Council, who are responsible for community leadership and setting the policy direction for the Upper Hutt City Council. Examples of activities undertaken to fulfil this role include long and short term planning, monitoring and reporting on progress. Council also undertakes continuous consultation on a variety of matters and reaffirms the community's aspirations via the Community Outcomes process. Community Outcomes describe what residents think is important for their local community, now and in the future.

The Council consists of the Mayor and ten Councillors who are elected on a city-wide basis every three years. The 'First Past the Post' electoral system is currently used.

Why is Council involved?

The Local Government Act (LGA) 2002 states:

The purpose of local government is to:

- a. enable democratic decision-making and action by, and on behalf of, communities; and
- b. promote the social, economic, environmental and cultural wellbeing of communities, in the present and for the future.

Upper Hutt City Council undertakes to:

- conduct its business in an open, transparent, and democratically accountable manner;
- give effect to its identified priorities and desired outcomes in an efficient and effective manner;
- collaborate and cooperate with other local authorities and bodies to achieve priorities and desired outcomes efficiently;
- undertake any commercial transactions in accordance with sound business practices;
- ensure prudent stewardship and the efficient and effective use of resources in the interests of the district; and
- in taking a sustainable development approach, take into account:
 - the social, economic, and cultural wellbeing of people and communities
 - the need to maintain and enhance the quality of the environment
 - the reasonably foreseeable needs of future generations.

Key Council Contributions to Upper Hutt's Community Outcomes

| NATIONAL WELLBEING | OUTCOME | TO ENHANCE THIS OUTCOME, WE NEED TO | WE WILL KNOW WE ARE SUCCEEDING WHEN |
|----------------------------------|---|--|---|
| CULTURE SOCIAL | 1 People Choose Upper Hutt | ENSURE Council is passionate in making Upper Hutt 'A Great Place to Live' | Residents increasingly agree or strongly agree with the statement 'Upper Hutt is a great place to live'. |
| ECONOMY CULTURE | 2 Vibrant City Heart | GIVE clear consideration to leisure and economic matters in decision-making | Our city centre is alive with an exciting range of leisure attractions, activities and events. |
| ECONOMY | 3 Robust Innovative and Growing Economy | PROVIDE effective leadership in managing the city's growth and in supporting growth in the economy | Our city's growth is well integrated, affordable and sustainable. |
| ENVIRONMENT | 4 Green and Attractive Living Environment | GIVE clear consideration to environmental matters in decision making | Environmental matters are consistently considered, with the view to managing growth while protecting our environment for the future. |
| SOCIAL | 5 Safe, Healthy and Strong Community | GIVE clear consideration to social and cultural matters in decision making | People of all ages, cultures and abilities participate in community affairs and local decision-making. |
| CULTURE ECONOMY | 6 Outstanding Leisure | PROVIDE strong support for leisure as a key feature of Upper Hutt life | The city's leisure opportunities are abundant and maintained. |
| SOCIAL ECONOMY ENVIRONMENT | 7 Connected with the World | ADVOCATE on behalf of Upper Hutt | Upper Hutt is on the forefront of the minds of key decision makers, such as Transit NZ, Greater Wellington Regional Council (GRWC) and investors. |

Key Issues and Responses by Council

Effective Decision Making

Decision making is fundamental to leadership. When making decisions Council makes itself aware of, and has regard to, the views of the community. Council also takes into account the current and future diversity and interests of its community; and the likely impact on the social, economic, environmental and cultural wellbeing of Upper Hutt.

To assist effective decision making Council undertakes the following:

- **Consultation**

Council will continue to undertake consultation in a way that is appropriate for the matter being considered. In some situations, consultation is as simple as listening to the views of a resident. It may be more formal, such as when the special consultation procedure is used. Or it may be more structured, such as when a particular group of people are requested to share their views. An independent facilitator may be used, where necessary. His Worship the Mayor and Councillors are able to be contacted at any time by the public.

- **Public Forums**

At the start of every Council and Committee meeting, with the exception of the Hearings Committee, there is an opportunity for people to present their views to Councillors on any matter.

Council staff endeavour to let those people who are known to have an interest in a matter know in advance when that matter is being considered.

Council holds regular public forums for older people, people with disabilities, youth, and new migrants and refugees.

- **Contributions to Decision Making Processes by Maori**

The Council has a close relationship with Orongomai Marae that is designed to provide opportunities for Maori to contribute to the decision making of the Council and to contribute to the spirit and values of the Council. In particular, the following are in place:

- His Worship the Mayor is a trustee of the Orongomai Marae Community Centre.
- His Worship the Mayor and the Chief Executive meet four times a year with representatives of the Orongomai Management Committee to discuss issues of mutual interest.
- Orongomai Marae are invited to participate in all Council consultation processes.
- Council assists with the promotion of Orongomai Marae's Waitangi Day celebrations.
- Orongomai Marae is regularly used as a venue for Community fora.
- Kaumatua from Orongomai Marae participate in public ceremonies and the opening of Council facilities.
- Council's staff induction processes include visiting Orongomai Marae and learning about Maori culture and issues.

Orongomai is a community marae and as such does not represent tangata whenua for Upper Hutt. For this reason, the Council also consults with Te Runanganui o Taranaki Whanui ki te Upoko o te Ika a Maui and the Wellington Tenth Trust in relation to issues relating to land, water or air.

A Sustainable Development Approach

A 'sustainable development approach' is a core feature of local government legislation. This involves meeting the needs of today without compromising the ability of future generations to meet their needs.

- **A Sustainable Development Approach in Decision Making**

Reports prepared on matters requiring decisions by Council will specifically address the promotion of community outcomes, Council's ability to meet its statutory responsibilities, legal and financial implications, and any other relevant matters.

- **Community Outcomes for Upper Hutt**

The Community Outcomes describe the type of community that residents would like to have in Upper Hutt over the next ten to twenty years. The Outcomes belong to the community – not to the Council.

The Community Outcomes inform and guide Council, and other organisations, in setting priorities in relation to activities. Council has an important role to play in identifying them, and in reporting back to the community the progress made towards achieving the Outcomes.

- **Long Term Council Community Plan (LTCCP) and Annual Plan**

The LTCCP must be reviewed and re-adopted at least once every three years. In the interim Council will prepare an Annual Plan, which lets you know what Council plans to do specifically for the next year. The LTCCP lets you know what Council plans to do over the next ten years and why. Both Plan's cover how much the proposed activities and services will cost and how Council plans to fund them.
- **Sustainable Financial Management**

Council will consider those matters set out under section 101 of the Local Government Act 2002 in order to achieve prudent financial management in a manner that promotes the current and future interests of the community. The section entitled 'Funding of Council Activities', within the Revenue and Financing Policy provides more details on this matter.
- **Using Appropriate Organisational Structures**

Council will ensure that the most appropriate structures are used to achieve their commitments to the community. In many situations it will be more appropriate for Council to directly undertake the activity. In certain situations, it is expected a better outcome for the community will be achieved by using other structures to deliver services, including council controlled organisations. An example of this is the relationship with the Expressions Arts and Entertainment Centre Trust.
- **Liaison and Advocacy**

Council will take all appropriate opportunities to liaise with other agencies, organisations, local authorities and central government, and advocate on behalf of the interests of Upper Hutt.
- **Monitoring and Accountability**

Council will publicly report every three months on its performance, financially and in terms of the performance measures identified in this Plan. An Annual Report will be prepared and adopted by the end of October each year. Council will report on the progress that the community is making towards achieving the Community Outcomes for Upper Hutt at least once every three years, as required by the Local Government Act 2002.

Significant Negative Effects

This activity does not have any significant negative effects on the social, economic, environmental or cultural wellbeing of the local community.

Level of Service Objectives and Performance Measures

| Indicator | Performance Measure | Baseline 2008/09 | Performance Targets | | | |
|-------------------|-----------------------|---|---|---|---|---|
| | | | 2009/10 | Years 2-3 | Years 4-10 | |
| Objective: | | Council will meet its statutory roles and responsibilities. | | | | |
| 1 | ELECTIONS | Hold the triennial local authority elections | The next election is due to be held in 2010 | The next election is due to be held in 2010 | The next election is due to be held in 2010 | Following elections are due to be held in 2013 and 2016 |
| 2 | GOVERNANCE | | | | | |
| 2a | Triennial Agreement | Prepare the Triennial Agreement with the Regional Council and local authorities within the region | Prepare by 1 March 2011 | N/A | Prepare by 1 March 2011 | N/A |
| 2b | Governance Statement | Review the Governance Statement | Review by 30 April 2011 | N/A | Review by 30 April 2011 | Review by 30 April 2014 and 2017 |
| 2c | Code of Conduct | Review the Code of Conduct | Review by 30 April 2011 | N/A | Review by 30 April 2011 | Review by 30 April 2014 and 2017 |
| 2d | Community Outcomes | Review the Community Outcomes | Review by 30 June 2011 | N/A | N/A | Review by 30 June 2014 |
| 2e | LTCCP Review | Prepare the LTCCP | Prepare by 30 June 2009 | N/A | Finalise by 30 June 2012 | Finalise by 30 June 2015, 2018 |
| 2f | Annual Plan | Prepare the Annual Plan | Prepare by 30 June 2010 | Adopt by 30 June 2010 | Adopt by 30 June each year | Adopt by 30 June each year |
| 2g | Annual Report | Prepare the Annual Report | Prepare by 31 October 2008 | Adopt by 31 October 2009 | Adopt by 31 October each year | Adopt by 31 October each year |
| 2h | Gambling Policy | Review the Class 4 Gambling and New Zealand Racing Board (including TAB's) Venue Policy | N/A | Review by 15 May 2010 | Review by 15 May 2013 | Review by 15 May 2016, 2019 |
| 3 | MONITORING | | | | | |
| 3a | Performance Reporting | Report on financial achievements and performance targets | Present Quarterly Performance Report to the Audit Committee | Maintain the existing standard | Maintain the existing standard | Maintain the existing standard |

Leadership

| Indicator | Performance Measure | Baseline 2008/09 | Performance Targets | | |
|-----------------------|--|---|---|-------------------------------|-------------------------------|
| | | | 2009/10 | Years 2-3 | Years 4-10 |
| 3b Community Outcomes | Report on progress the community has made towards achieving the Community Outcomes | Present report on progress towards achieving the Community Outcomes by 30 Sept 2010 | N/A | by 30 Sept 2010, 2013 | by 30 Sept 2016 |
| Objective: | | Council will endeavour to ensure that people are aware of and have the opportunity to express their views on those matters that affect them prior to any decision being made by the Council. | | | |
| 4 INFORMATION | | | | | |
| 4a Satisfaction | Community satisfaction with the provision of information by Council | 90% of respondents are satisfied or very satisfied | 90% | 90% | 93% |
| 4b Valley News | Develop and distribute the Valley News publication quarterly | New target | The Valley News is developed and delivered each quarter to as many Upper Hutt residents as feasible | Maintain the existing service | Maintain the existing service |

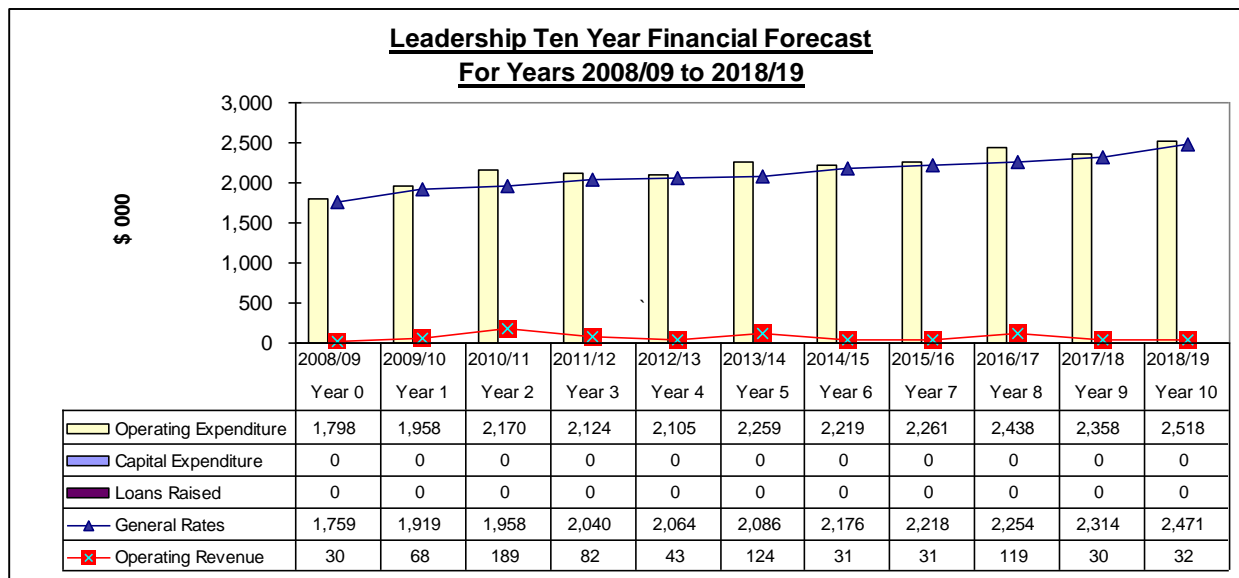
¹ Annual Community Survey

Leadership

| COST OF SERVICE STATEMENT | Forecast | Forecast | Forecast | Forecast |
|---|--------------------|-----------------|-----------------|-----------------|
| | Annual Plan | LTCCP | LTCCP | LTCCP |
| | Year 0 | Year 1 | Year 2 | Year 3 |
| | 2008/09 | 2009/10 | 2010/11 | 2011/12 |
| | (\$ 000) | (\$ 000) | (\$ 000) | (\$ 000) |
| Operating Statement | | | | |
| General Rates | 1,759 | 1,919 | 1,958 | 2,040 |
| Operating Income | 30 | 68 | 189 | 82 |
| Total Operating Revenue | 1,789 | 1,987 | 2,147 | 2,122 |
| Operating Costs* | | | | |
| Operating Costs* | 1,798 | 1,958 | 2,170 | 2,124 |
| Interest | 0 | 0 | 0 | 0 |
| Depreciation | 0 | 0 | 0 | 0 |
| Total Operating Costs | 1,798 | 1,958 | 2,170 | 2,124 |
| Operating Surplus/ (Deficit) | (9) | 29 | (23) | (2) |
| Capital and Reserves Funding Statement | | | | |
| Capital Expenditure | 0 | 0 | 0 | 0 |
| Loans Repayments | 0 | 0 | 0 | 0 |
| Operating (Surplus)/ Deficit | 9 | (29) | 23 | 2 |
| Transfer to Funds | 0 | 0 | 0 | 0 |
| Total Funding Required | 9 | (29) | 23 | 2 |
| Funding from Non-Cash Expenses | 9 | (29) | (27) | 2 |
| Loans Raised | 0 | 0 | 0 | 0 |
| Transfer from Funds | 0 | 0 | 50 | 0 |
| Transfer from Funds Applied | 9 | (29) | 23 | 2 |

*Operating Costs includes a higher component of Support Services costs from 2009/10 on.

10 Year Financial Forecast



Economic Development

What does this activity involve?

The Economic Development activity covers promotion for the whole city area, including the visitor industry and business liaison services. A stand alone i-SITE Visitor Centre (within the Tourism NZ Network) is part of the operation. These activities are administered by the Business and Leisure Services Department.

Why is Council involved?

The division actively works with the business sector to identify and support initiatives to foster economic growth and to promote the city, its events and attractions.

Key Council Contributions to Upper Hutt's Community Outcomes

| NATIONAL WELLBEING | OUTCOME | TO ENHANCE THIS OUTCOME, WE NEED TO | WE WILL KNOW WE ARE SUCCEEDING WHEN |
|----------------------------|---|---|---|
| CULTURE | 1 People Choose Upper Hutt | PROMOTE Upper Hutt | There is year on year growth in our population and business numbers. |
| ECONOMY ENVIRONMENT | 2 Vibrant City Heart | CHAMPION a lively and coordinated response to achieve a vibrant city centre PROVIDE a Visitor Information Centre PROMOTE city centre activities | When our CBD is the 'heart of the city'. This would include regular events, sculptures and greater buy-in from retailers and the wider community. |
| ECONOMY | 3 Robust Innovative and Growing Economy | PROVIDE a business liaison and information service FOSTER opportunities for economic development FACILITATE a common approach to marketing the city | Linkages between Grow Wellington and our local companies are strong. Upper Hutt is on the radar of the nation's commercial developers. Significant job growth opportunities are realised. |
| CULTURE ECONOMY | 6 Outstanding Leisure | LIAISE with the leisure sector to gain maximum leverage from leisure activities | Increased leisure events fully utilise the natural surroundings that are niche to this city. Wider publicity of these events is achieved. |
| SOCIAL ECONOMY ENVIRONMENT | 7 Connected with the World | ADVOCATE for excellent transport and telecommunication links | Companies and the wider community are able to access high speed broadband services. |

Economic Development

Key Issues and Responses by Council

1. A Strong Regional Economy

The continuing strength of the Wellington regional economy is considered to be vital to Upper Hutt's economy. Many residents work beyond Upper Hutt and many businesses have staff that live elsewhere.

A number of issues face the regional and local economies, including:

- the overall strength of the New Zealand economy, and associated matters such as the strength of the New Zealand dollar, the level of business investment and migration;
- regional issues such as market size and proximity, availability of new technologies, transport, an aging workforce, lack of skilled workforce and managing the transition to an economy less dependent on a large corporate sector; and
- local issues such as attracting more investment into the city, growing emerging businesses, identifying local opportunities and linkages, addressing needs such as training and communication technology, and sustaining existing businesses.

Council proposes to take the following actions:

- **Major Promotional Campaign**
For the first time Council is looking to introduce a marketing campaign which is focused on increasing the availability of local jobs. Upper Hutt City is in a prime position to make considerable gains in this area due to the fact that we have large areas of green field industrial land available. Our city needs to be on commercial developers' radars. In order to take full advantage of this, Council will work alongside landowners and developers to achieve this. This ongoing project will start in 2010/11.
- **Business Liaison and Information**
Council will continue the business liaison and information function that it currently performs. This includes working with developers on regulatory matters, meeting regularly with local businesses, investigating opportunities for business and training and participating in regional and national economic forums.
- **Business Incentives**
Council is committed to operating in a 'business friendly' way. Currently, rates relief is potentially available for those businesses making significant new or additional capital investments. Council may consider further extending the range of incentives available to those investing further over the next few years.
- **Business Partnerships**
Council will take a flexible and innovative approach to working with business partners to fund and/or support initiatives which benefit the wider community. For example:
 - **Grow Wellington**
As outlined in the Wellington Regional Strategy, Grow Wellington (our Regional Economic Development Agency) has been established to implement the economic growth policies that will enable the Wellington Region to reach its full potential. Funded through the Greater Wellington Regional Council they provide business development support and programmes to drive export growth and organisational efficiency.

Economic Development

- **Smartlinx³**

Council, in association with Hutt and Porirua City Councils, has established Smartlinx³, which is now operational. Smartlinx³ offers an open access broadband network that has not been available at competitive rates to local businesses in the past. This is a public/private partnership with Council holding a 10% shareholding in the entity. The establishment of this company and its related vision is directly in line with that of the Government's digital strategy, which aims to ensure that true high speed connections are available to a wide area of people within our country.

- **Advocacy**

Council is committed to achieving a sustainable local and regional economy. Where necessary, it will advocate on behalf of the interests of local businesses, workers and residents to achieve the best outcomes for Upper Hutt.

2. Revitalising the Central City

Upper Hutt people want their city centre to come alive, with better shopping, more activities throughout the day and into the evening, a better shopping environment and continuing easy access and parking. This is one feature of the city where people want significant improvements to be made.

As a consequence, Council is now taking a more active role in initiating change in the city centre with the following response:

- **Coordination of 'Main Street Vision'**

Council is continuing to implement its 'Main Street Vision' programme, which is intended to revitalise the city centre through strategic investments and coordination of development.

Already, significant new commercial investment is visible, achieved in part because of the commitment of all parties, including Council, to the city centre.

Experience Upper Hutt

Council has facilitated the establishment of a Main Street organisation, Experience Upper Hutt, to assist in regenerating the city centre by addressing four points:

- the physical environment;
- economic restructuring;
- marketing and promotion; and
- organisation and management.

In the past a cohesive approach to retailer coordination has been very hard to achieve, but with the introduction of Experience Upper Hutt, Upper Hutt now has a core group who are committed to achieving valuable improvements within the CBD. Previous work includes facilitating CBD lights, banners, event organisation and promotions, for example: the Christmas Passport and the Upper Hutt Xcard.

Council will continue to work closely with Experience Upper Hutt in developing and implementing a Main Street programme for the city.

- **Central City Infrastructure Improvements**

The emphasis here is on improving the public areas of the central city, to make the overall shopping environment more attractive. Some of the planned initiatives here include:

- continued revitalisation of the city centre, including significant landscaping, planting, lighting and furniture upgrades;

Economic Development

- enhancement of the route into the CBD from State Highway 2. This project will improve internal access routes into the city and provide directional signage, landscaping and an entry feature. Planned for years 2010/11 to 2016/17.
- upgrades to the area surrounding the Upper Hutt Train Station. Responsibility for upgrading the Upper Hutt Train Station lies with the Greater Wellington Regional Council (GWRC). Council plans to strongly advocate for the continued inclusion of an upgrade to the station in the Wellington Regional Rail Plan. In association with this upgrade Council's upgrade to the area surrounding the railway station, will provide a more welcoming environment through modern informative signage, significant landscaping and connections to the CBD, Expressions and the library;
- street banners, adding year-round colour and interest;
- street decorations, adding a festive flourish; and
- street sculptures, adding a range of new outdoor art works in association with local community funders.

3. Promoting Upper Hutt

City promotion is intended to increase economic activity by drawing more people into the city to live, to work or to visit. Without promotion, there is a risk that people will not come to Upper Hutt as they have limited knowledge of what is happening here, or if they do visit, they may not experience much of what is on offer.

Council will promote Upper Hutt in the following ways:

- **Visitor Information Centre**

The Visitor Information Centre has been operated by Council for a number of years. It is part of the nationwide i-site branded Visitor Information Network and specialises in information on local events, activities and services. A land/sea travel booking service is available for long distance travel within New Zealand.

- **Activities and Events**

Council's role in promoting the city includes providing advice on event management, such as marketing, growing the event by linking with others and gaining sponsorship. A small fund is available to help develop events.

Council also manages road closures where necessary, such as for street festivals or rallies.

- **Developing Networks**

Council facilitates a number of networking opportunities. For example, those businesses with an interest in tourism meet regularly to network and discuss matters of common concern.

Significant Negative Effects

This activity does not have any significant negative effects on the social, economic, environmental or cultural wellbeing of the local community.

Economic Development

Level of Service Objectives and Performance Measures

| Indicator | Performance Measure | Baseline 2008/09 | Performance Targets | | |
|--------------------------------|--|---|---|--------------------------------------|--------------------------------------|
| | | | 2009/10 | Years 2-3 | Years 4-10 |
| Objective: | Council will provide support to local businesses by: | | | | |
| | <ul style="list-style-type: none"> • establishing strong working relationships with local and regional businesses; • identifying and addressing business needs and opportunities; and • funding regional marketing initiatives, except those now covered by the Wellington Regional Strategy and funded by Greater Wellington Regional Council rates. | | | | |
| 1 ROLE | Community satisfaction with the focus of Council in supporting economic development | 80% of respondents are satisfied or very satisfied ¹ | 80% ¹ 85% ³ | 80% ¹ 87% ³ | 80% ¹ 90% ³ |
| 2 BUSINESS LIAISON | Business satisfaction with liaison between Council and the sector | 85% of businesses are satisfied or very satisfied ³ | 85% | 86% | 87% |
| Objective: | Council will actively promote Upper Hutt as a great place to live. | | | | |
| 3 PROMOTION | | | | | |
| 3a | i-SITE Visitor Information Centre | Community satisfaction with services provided by the i-SITE Visitor Information Centre | 90% of respondents are satisfied or very satisfied ¹ | 90% | 90% |
| 3b | Promotion of City | Community satisfaction with Council's promotion of Upper Hutt | 85% of respondents are satisfied or very satisfied ¹ | 87% | 90% |
| Objective: | Council will stimulate revitalisation of the city centre. | | | | |
| 4 MAIN STREET PROGRAMME | | | | | |
| 4a | | CBD business owners satisfaction with liaison between Experience Upper Hutt and the CBD | 90% of respondents are satisfied or very satisfied ² | 90% | 90% |
| 4b | | CBD business owners satisfaction with Experience Upper Hutt's focus on CBD revitalisation | 90% of respondents are satisfied or very satisfied ² | 90% | 90% |

¹ Annual Community Survey

² CBD Retailers' Survey

³ Annual Business Survey

Economic Development

| WORKS PROGRAMME | Forecast | Forecast | Forecast | Forecast | Source of Funding 2009/10 |
|-----------------|----------|----------|----------|------------|------------------------------|
| | LTCCP | LTCCP | LTCCP | LTCCP | |
| | Year 1 | Year 2 | Year 3 | Years | |
| | 2009/10 | 2010/11 | 2011/12 | 4-10 years | |
| | (\$000) | (\$000) | (\$000) | (\$000) | |

Primary Projects (new and ongoing)

| | | | | | |
|---------------------------------|----|----|----|-----|-------|
| Accommodation Development Study | 0 | 21 | 0 | 0 | |
| Major Promotional Campaign | 0 | 64 | 65 | 503 | |
| Experience Upper Hutt | 80 | 82 | 84 | 0 | Rates |
| Smartlinx3 | 7 | 7 | 7 | 58 | |

| | | | | | |
|---|-----------|------------|------------|------------|--|
| Total Economic Development Works Programme | 87 | 174 | 156 | 561 | |
|---|-----------|------------|------------|------------|--|

| Cost of Service Statement | Forecast | Forecast | Forecast | Forecast |
|---|-------------|-------------|-------------|-------------|
| | Annual Plan | LTCCP | LTCCP | LTCCP |
| | Year 0 | Year 1 | Year 2 | Year 3 |
| | 2008/09 | 2009/10 | 2010/11 | 2011/12 |
| | (\$ 000) | (\$ 000) | (\$ 000) | (\$ 000) |
| Operating Statement | | | | |
| General Rates | 713 | 741 | 854 | 854 |
| Operating Income | 27 | 27 | 29 | 29 |
| Total Operating Revenue | 740 | 768 | 883 | 883 |
| Operating Costs | 792 | 772 | 887 | 888 |
| Interest | 0 | 0 | 0 | 0 |
| Depreciation | 1 | 23 | 23 | 21 |
| Total Operating Costs | 793 | 795 | 910 | 909 |
| Operating Surplus/ (Deficit) | (53) | (27) | (27) | (26) |
| Capital and Reserves Funding Statement | | | | |
| Capital Expenditure | 0 | 0 | 0 | 0 |
| Loans Repayments | 0 | 0 | 0 | 0 |
| Operating (Surplus)/ Deficit | 53 | 27 | 27 | 26 |
| Transfer to Funds | 0 | 0 | 0 | 0 |
| Total Funding Required | 53 | 27 | 27 | 26 |
| Funding from Non-Cash Expenses | 3 | 27 | 27 | 26 |
| Loans Raised | 0 | 0 | 0 | 0 |
| Transfer from Funds | 50 | 0 | 0 | 0 |
| Transfer from Funds Applied | 53 | 27 | 27 | 26 |

Economic Development

10 Year Financial Forecast

