



Mackenzie District Council

Activity Management Plan

Governance and Corporate Services

2018 – 2028

Contents

1	INTRODUCTION	2
2	ACTIVITY DESCRIPTION	2
2.1	What We Do.....	2
	District Council	2
	Community Boards.....	2
	Elections.....	2
	Corporate Services	2
3	MAINTENANCE & OPERATION	3
3.1	Governance.....	3
	District Council	3
	Community Boards.....	3
	Elections.....	4
3.2	Corporate Services	4
	Administration	4
	Finance	4
	Council Offices	5
	Chief Executive Department	5
	Information Technology Department	5
	Community Facilities Department	5
	Engineering Department.....	5
4	COMMUNITY OUTCOMES, LEVELS OF SERVICE & PERFORMANCE	5
5	GROWTH & DEMAND.....	7
5.1	Population Growth.....	7
5.2	Tourism Growth	7
5.3	Economic Changes	7
5.4	Climate Change	8
6	PLANS FOR THE FUTURE	8
	Governance	8
	Corporate Services	8
7	MANAGEMENT OF THE ACTIVITIES.....	8
7.1	Significant Negative Effects.....	8
7.2	Assumptions.....	9
7.3	Risk Management	13
8	SUMMARY OF COST FOR ACTIVITY	14
8.1	Capital Expenditure.....	14
	Proposed Future Capital Works Programme	14
8.2	Annual Net Cost	15
	A Statement of Financial Performance	15

1 INTRODUCTION

The purpose of this Activity Management Plan is to outline the Council's approach to delivering Governance and Corporate Services activities over the period 2018-2028.

The Governance activity is made up of three sub-activities:

- District Council;
- Community Boards;
- Elections.

Corporate Services is made up of the following sub-activities:

- Administration;
- Finance;
- Council Offices;
- Chief Executive Department;
- Information Technology Department;
- Community Facilities Department;
- Engineering Department.

2 ACTIVITY DESCRIPTION

2.1 What We Do

District Council

The Local Government Act 2002 requires a territorial authority to have a governing body consisting of members and a mayor. That body is responsible and democratically accountable for the decision making of the local authority. In the case of Mackenzie District, the Council comprises a Mayor elected at large and six Councillors elected from two wards: Pukaki and Opuha.

Community Boards

The Local Government Act 2002 provides for the establishment, membership, powers and roles of Community Boards. While Community Boards are not compulsory, the District has been served over many years by Community Boards or their equivalents representing Fairlie, Lake Tekapo and Twizel. Community Boards provide representation and advocacy for local communities. The Boards have some delegated decision-making power and provide an important link between communities and Council.

Elections

The Local Electoral Act 2001 requires members of the Council and the Community Boards to be elected. Elections are held in accordance with the Local Electoral Act 2001.

Corporate Services

The Corporate Services Department provides managerial and administrative support for all other activities undertaken by the Council. It is generally not practical for a particular activity to individually

manage and administer its affairs, therefore this work is carried out by the Corporate Services Department.

3 MAINTENANCE & OPERATION

3.1 Governance

District Council

The District Council comprises of the Mayor and six Councillors. The Mayor is elected by the District at large and the Councillors are elected by way of wards:

- Opuha Ward (3 Councillors); and
- Pukaki Ward (3 Councillors).

Council Meetings

Council meetings are held every six weeks. In addition extraordinary meetings may be called from time to time to deal with important issues that arise.

Standing Committees

The Council reviews its committee structures after each triennial election. The Council has established the following standing committees:

- Finance Committee
- Assets and Services Committee
- Planning and Regulations Committee
- Strategy Committee
- Audit and Risk Committee
- Mackenzie Forestry Committee
- Pukaki Airport Board Committee

The main standing committees meet on a six weekly cycle with the exception of the Audit & Risk Committee which meets quarterly. The Mackenzie Forestry Committee and Pukaki Airport Board Committee meet less frequently.

We also operate several joint committees with other Councils for various functions, including water management and civil defence.

Community Boards

The Mackenzie District has three Community Boards:

- Fairlie – elected by the electors of the Fairlie community boundary;
- Tekapo – elected by the electors of the former Tekapo Ward; and
- Twizel – elected by members of the Twizel Township.

Each Board comprises of four elected members and one appointed Councillor.

While community boards are not compulsory any decision for changes to this structure would need to be undertaken as part of a representation review.

Elections

Under the Local Electoral Act 2001, the District must hold an election for the Mayor, Councillors and Community Board Members every three years. If any elected member is unable to complete their term of office (in terms of Part 1 of Schedule 7 of the Local Government Act 2002) it creates an extraordinary vacancy. Most extraordinary vacancies are required to be filled by way of a by-election. An exception is for a Community Board, where the vacancy can be filled by appointment if it is less than 12 months until the next triennial election.

The Council appoints an Electoral Officer, who is delegated duties and responsibilities under the Local Electoral Act 2001. These include responsibility for conducting the triennial election and any by-elections.

3.2 Corporate Services

Administration

The administration section of Council provides a number of services including general administration and reception duties, administrative support for technical sections of Council, records and information management functions, executive support to the Mayor and CEO, policy advice, and governance support to elected members, Council, committees and Community Boards.

The requirements of the Local Government Act 2002 place significant administrative pressure on local authorities. While parts of various legislative requirements can be outsourced, there is still the necessity for the servicing of the District Council by an administration base in the area that it serves. As a result, we will continue to operate an Administration Department.

Finance

The key functions of the finance sub-activity include:

- Preparation of and leading the budgetary process
- Setting and collection of rates
- Reporting on financial position and performance to Council, Community Boards and management
- Leading the commercial arm of the Council
- Providing key documents to the community as required under legislation. These include the Annual Plan, the Long Term Plan and the Annual Report.
- Preparation and collection of other Council revenue.
- Management of the Council's investment portfolio.

It is considered most appropriate in terms of efficiency, accountability and effectiveness that these services continue to be delivered and resourced internally.

Council Offices

The provision for Council offices will always be required if the District Council is in existence. While the properties could be owned by another party and leased by the Council, we feel that owning our own property is more appropriate to ensure security of tenure and continuity of service.

Chief Executive Department

Under Section 42 of the Local Government Act 2002, a local authority must appoint a Chief Executive Officer. As a result, we cannot contract out of the responsibilities of having a Chief Executive Department.

Information Technology Department

We have entered into a shared service arrangement with Hurunui District Council to provide Information technology and communication services to Council. This arrangement results in savings and efficiencies for Council in providing its IT services to the organisation.

Community Facilities Department

Most of the community facilities and services activities managed by the Council are not of the size or scale to warrant dedicated staff. The current Community Facilities Department is considered the most appropriate method for managing this activity.

Engineering Department

The Engineering Department provides oversight of all of Council's infrastructure and solid waste activities. The Engineering Department manages the roading, waste, water, sewerage and stormwater functions and services we provide.

4 COMMUNITY OUTCOMES, LEVELS OF SERVICE & PERFORMANCE

Governance and Corporate Services support all activities undertaken by Council and therefore contributes to all six Community Outcomes:

1. An attractive and highly valued natural environment;
2. A thriving economy;
3. A supportive and contributing community;
4. A fit and healthy community;
5. Safe, effective and sustainable infrastructure;
6. A democracy which upholds the rights of the individual.

Levels of Service	Performance Measure	Actual 2016/17	Target 2018/19	Target 2019/2020	Target 2020/21	Target 2021-2028
Prepare key accountability documents in accordance with good practice.	The annual report is prepared within statutory timeframes and with an unmodified audit opinion.	The Annual Report for the 2016 financial year was adopted on 31 Oct 2016. The Audit Opinion was unmodified.	The annual report is prepared within statutory timeframes and with an unmodified audit opinion.	The annual report is prepared within statutory timeframes and with an unmodified audit opinion.	The annual report is prepared within statutory timeframes and with an unmodified audit opinion.	The annual report is prepared within statutory timeframes and with an unmodified audit opinion.
	The annual plan is prepared within statutory timeframes.	The Annual Plan for the 2017/18 year was adopted by Council on 27 June 2017. Annual plans are not required to be audited, therefore no Audit Opinion was issued.	The annual plan is prepared within statutory timeframes.	The annual plan is prepared within statutory timeframes.	The annual plan is prepared within statutory timeframes.	The annual plan is prepared within statutory timeframes.
Represent and govern the district on behalf of the community	The percentage of residents across the district who say they are satisfied with the performance of the councillors and Mayor in the annual ratepayer survey.	86% were satisfied or somewhat satisfied with the performance of Councillors and the Mayor. The result is showing on upward trend.	60% or above	60% or above	60% or above	60% or above
Build strong iwi relationships and encourage Maori to contribute to the decision-making process	Number of face-to-face meetings held each year between council representatives and ngā Papatipu Rūnanga, or Te Rūnanga o Ngāi Tahu.	Council met 4 times with Papatipu Rūnanga, or Te Rūnanga o Ngāi Tahu during the year.	2 or more	2 or more	2 or more	2 or more
Provide opportunities for the community to engage with elected members	Number of public forums held each year with communities and groups	The community boards, committees & Council met 73 times. Council met 14 times, committees meet 35 times & community boards met 24 times.	40 or more*	40 or more*	40 or more*	40 or more*

* Note this includes both formal and informal meetings, workshops and drop-in sessions.

5 GROWTH & DEMAND

In planning for the maintenance and operation of our Governance and Corporate Services, Council must consider what effects growth and demand will have, and how issues of sustainability will be addressed.

5.1 Population Growth

Mackenzie's population is projected to grow from around 13% from 4,300 to 4,880 over the next ten years (2018-2028), based on medium projections. Like much of New Zealand, the proportion of people aged 65 years and older is projected to grow. It is anticipated that projected population growth will not impact significantly on the provision and maintenance of Governance and Corporate services.

5.2 Tourism Growth

Mackenzie has experienced unprecedented growth in visitor numbers (both domestic and international) in recent years, as indicated by a range of data. This data includes the Statistics New Zealand Commercial Accommodation Monitor which for the year ended September 2016 compared with the year ended September 2015 reported:

- Guest nights rose 23.1 per cent to 705,316;
- International guest nights rose 19.9 per cent to 489,769;
- Domestic guest nights rose 31.1 per cent to 215,547;
- The average length of stay rose from 1.32 nights to 1.33 nights;
- The overall occupancy rate rose from 44.4 per cent to 50.2 per cent;
- Accommodation capacity, excluding holiday parks, rose 3.1 per cent.

International tourism numbers are expected to continue by 5.4 per cent per annum from 2016 until 2022. Based on this, there could be nearly 6 million tourists visiting New Zealand by 2028. Council is assuming average growth in international visitors to the district will be at least equivalent to or greater than the growth in international visitors forecast for NZ. Growth in domestic visitor numbers is also expected to occur at a similar rate.

Although this growth is very positive for the district, it has resulted in the Council experiencing increased activity across almost all of its functions. This includes an increase in administrative and information requirements and increased obligations in terms of demonstrating statutory compliance. Over the last three years the Council has needed to meet these increased demands and Year 1 of the LTP also shows the effects of this adjustment. Over the upcoming period of the LTP however these predicted increases are not expected to further significantly impact on Council's Governance and Corporate activities.

5.3 Economic Changes

Changes in economic factors are unlikely to directly impact the Governance and Corporate Services we provide. However, because Corporate Services supports all of the other activities provided by Council, changes in economic factors will indirectly affect this activity.

5.4 Climate Change

The Mackenzie District is likely to be affected by climate change. In preparing the LTP, the Council has reviewed Ministry for the Environment climate reporting¹ and regional projections calculated for the period from now to 2100². The LTP assumes that climate change is happening, and while the impacts are expected to be relatively minor within the period covered by the Plan, they will increase in future.

It is not anticipated that the Governance and Corporate services we provide will be directly affected by Climate Change.

6 PLANS FOR THE FUTURE

Governance

Council's vision for the Mackenzie District, in particular a democracy which upholds the rights of the individual, will play a key role in plans for Governance services. The Governance function will need to respond to the direction set by our elected members as a result of any strategic or organisational planning. Triennial Council and Community Board elections will be held in 2019, 2022 and 2025. These are funded out of this activity.

While there have been a significant number of changes to local government legislation in the last few years, the LTP assumes that existing legislation will remain in place and that the structure and responsibilities of Council will remain the same over the period covered by the Plan.

Corporate Services

Corporate Services supports all of the activities carried out by Council and as such changes in these activities will impact the level of demand for Corporate Services.

Any increases in staff levels as a result of future demand will be assessed as and when required. It is anticipated that current levels of service will be retained over the period of the LTP.

7 MANAGEMENT OF THE ACTIVITIES

7.1 Significant Negative Effects

Decision making (by Council or Community Boards) is key to Governance and Corporate Services. Sometimes these decisions may have (or be perceived to have) negative effects on different parts of the community. For example, we may need to make decisions on the timing or approval of projects, reductions in levels of services or changes to rates. These decisions may benefit, or be perceived to benefit, one part of the community over another.

However, generally the provision of Governance and Corporate Services is prescribed by legislation and this activity is very much business as usual for the Council.

¹ Ministry for the Environment & Stats NZ (2017). New Zealand's Environmental reporting Series: Our atmosphere and climate 2017. Retrieved from www.mfe.govt.nz and www.stats.govt.nz.

² Ministry for the Environment (2016). *Climate change projections for New Zealand: Atmosphere projections based on simulations undertaken for the IPCC 5th assessment*. Retrieved from www.mfe.govt.nz.

7.2 Assumptions

Assumption	Level of uncertainty (High/Medium/Low)			Risk	Impact of variation to assumption	Management of risk
	H	M	L			
Inflation To develop a consistent approach for local government to account for inflation, the Society of Local Government Managers (SOLGM) contracted Business and Economic Research Limited (BERL) to construct forecasts for inflation. It is assumed that long term inflation will be consistent with BERL's Local Government Cost Index (LGCI) forecasts.		✓		Inflationary costs in some areas may increase at a rate different to that forecast.		In preparing the LTP, the Council is required to use best estimates in determining the level of costs to be budgeted in the future. As a result, Council is required to account for the effect of price changes or inflation that is expected to occur over the ten year period. Council has endorsed the rates produced by BERL and has used these rates as the assumption for accounting for inflation for the preparation of the LTP. Some types of costs (eg roading and transport costs) have been subject to fluctuations in recent years, so it is inherently difficult to predict trends with accuracy. However, these costs will be mitigated through the annual plan process where the annual adjustment can be made.
Population Growth It is assumed that growth in the district's population will generally be consistent with the medium projections issued by Statistics NZ in December 2016, which are that the district's population will grow by a little over 4 percent from 2018 to 2028 (from 4680 to 4880 people). It is not expected that this level of population growth will have any significant impact on demand for infrastructure or services.		✓		Population change occurs within the district at a higher or lower rate than predicted.	A significant, consistent decline in population may adversely affect Council's ability to set rates at a level affordable to the community. A significant, consistent increase in population could adversely affect Council's ability to deliver some services to existing service levels.	Council will continue to monitor population measures within the district and respond to meet needs where possible.

Assumption	Level of uncertainty (High/Medium/Low)			Risk	Impact of variation to assumption	Management of risk
	H	M	L			
Demographic Changes Most population growth within the Mackenzie District is expected to be at older ages (55+ years), with the proportion of over 65s living in the district projected to be slightly higher than the NZ average. Twizel and Fairlie have a higher proportion of older people (65+) than other areas in the district and this is not expected to change over the life of the plan.		✓		Demographic changes occur at a higher or lower rate than expected.	Changes to the projected demographics may place pressure on some Council services due to increasing demand, which may lead to a lower level of service in these areas or a requirement for additional investment.	Council will continue to monitor demographic changes within the district and respond to meet needs where possible.
Tourism Growth It is assumed the average growth in international visitors to Mackenzie District will be at least equivalent to, or greater than, the growth in international visitors forecast for New Zealand over the coming ten years (an average increase of 5.4% per annum). This is based on current data which indicates growth in international visitors to Mackenzie District is occurring at a rate higher than the national average and forecast growth. It is also assumed growth in domestic visitors to Mackenzie District will continue to occur at a rate similar to international visitor numbers. However, there is more uncertainty around this assumption based on the lack of current domestic visitor survey data.		✓		Change to tourism occurs at a rate significantly above or below the growth levels assumed.	Increases in projected visitor numbers may place pressure on supporting services and infrastructure. Conversely, a drop in tourism to the district may mean that service activities have overinvested.	Council will continue to monitor tourism numbers to the country and district and respond to meet needs where possible.
Climate Change It is assumed that climate change is happening, and the Council will take into account the predicted impacts of climate change as it plans, builds and renews its infrastructure. The impacts are expected to be relatively minor within the period covered by the Long Term Plan, but increasing in the future.		✓		There is a risk that climate change will happen more quickly than expected and require changes to the Council's activities.	<p>If climate change happens more quickly, the Council may need to carry out work on its infrastructure assets. Additional costs may be incurred to mitigate impacts.</p> <p>Council's business units may not recognise climate change in the delivery of their services. Decisions made now without these considerations may have intergenerational effects on land use decisions, environmental policy and infrastructure decisions e.g. relying on</p>	<p>Council activities will build appropriate mitigation responses into resilient infrastructure development.</p> <p>The Council will continue to monitor climate change science and the response of central government and adapt its response where required.</p>

Assumption	Level of uncertainty (High/Medium/Low)			Risk	Impact of variation to assumption	Management of risk
	H	M	L			
					undersized assets and resources in highly vulnerable parts of the district.	
New Technologies There will be no new technologies deployed within the period covered by the Long Term Plan that will significantly change the demand for or provision of services.			✓	Technologies may become available which significantly change the demand for or provision of services.	Inefficient or ineffective provision of services in the traditional manner when other alternatives may be available.	Council will regularly monitor existing and proposed technologies as they relate to service provision.
Service Delivery Modes & Contracts It is assumed that there will be no significant changes to current modes of service delivery for each service area or variations in terms of contract prices (above inflation and inventory adjustments) for current operations and maintenance contracts. Council will continue to consider collaboration opportunities and assess changes to service delivery on a case by case basis.		✓		Maintenance contracts may be re-tendered during the plan period. If maintenance and service contracts are consolidated and/or re-tendered there is a possibility contract prices will be higher than anticipated.	This would require Council to either increase rates and/or operating revenue if efficiencies cannot be found or it may consider reducing levels of service.	
Legislative Demands As an organisation that is created and derives its powers from statute, changes to legislation have a direct impact on the way we conduct our business. The speed and scale of review of legislation depends largely on the policy direction and priorities of the government of the day. While we anticipate changes to the Resource Management Act 1991 and Local Government Act 2002 during the life of this Long Term Plan, we have assumed that these and any other changes to legislation will not have a significant effect on our business. The LTP assumes that existing legislation will remain in place and that the structure and responsibilities of the Council will remain the same over the period covered by the plan. It also assumes the Council will remain an independent unit of local government during the next 10 years.			✓	The impact of government legislation is more or less than expected. New legislation is enacted that alters the activities Council undertakes or provides.	Unrealised impacts of legislative changes may create greater impacts on Council operations, including operating budgets, workloads, time and resource availability. These pressures may lead to additional costs for ratepayers. Where legislative changes require Council to provide additional services or increased levels of services, this may impact fees and charges for cost-recovery activities.	Most changes to legislation are known in advance, giving councils the ability to prepare for implementation. Council will monitor existing and potential legislative changes as they move through parliamentary process. Where appropriate, Council will submit on legislation to encourage reduced or improved impacts on Council operations and limit costs to ratepayers. Historical trends have been for services transferred from central government to local government. The cost and impact on our activities as a result of future legislative changes cannot be quantified at this stage as it would

Assumption	Level of uncertainty (High/Medium/Low)			Risk	Impact of variation to assumption	Management of risk
	H	M	L			
The Council sees merit in continuing with shared services where this allows more efficient use of skills and resources.						be dependent on the specific services affected by the legislative change. Financial uncertainty in this area would generally impact the cost of introducing changes, and the mechanisms required to fund any new services.
Legislation Change – Development Contributions It is recognised that the ability to levy financial contributions under the Resource Management Act 1991 will be revoked, effective from 18 April 2022. Council will then recover development contributions. For financial forecasting purposes the Council has assumed that development contributions will provide a similar level of funding and outcomes to financial contributions when this change occurs.			✓	The ability to levy development contributions is not comparable to existing financial contribution provisions.	Council does not recoup costs associated with meeting infrastructure demands of development.	Council will review its Development Contributions and Financial Contributions policy prior 18 April 2022. This work will involve clearly determining the demand for services and the costs of meeting that demand.

7.3 Risk Management

The table below describes significant risks and control measures as they may impact, influence, or affect our Governance and Corporate Services activity. Mitigation measures are also recorded for each identified risk.

Risk	Likelihood / Impact	Potential Impact / Mitigation
Lack of information or opportunity to engage	Low/High	The community does not feel informed about Council activities and decisions. Minimised by continued improvement to the quality and reach of communications and engagement activities by using a range of tools and opportunities to inform and engage.
Consultation fatigue	Low/Medium	The community feels over consulted and cynical about Council planning and decision making. Council has a Significance and Engagement Policy which sets out on which matters Council will engage with its community on. Council also has access to a range of information and communication methods. It has provided for some communications resource in year 1 of the LTP which will assist in mitigating this potential impact.
Legislative changes	Medium/Medium	Legislative changes may arise impacting Council's governance functions. However most changes to legislation are known in advance. Council will monitor any such proposals and where appropriate will submit on legislative changes where they impact on Council or its community.
Staff resourcing	Medium/Medium	Ability to attract, retain and develop staff with specialised skill may impact capacity to deliver key requirements. Assistance with recruitment through use of specialised firms, and outsourcing to external consultants will be undertaken as and when required.

8 SUMMARY OF COST FOR ACTIVITY

8.1 Capital Expenditure

Proposed Future Capital Works Programme

GOVERNANCE AND CORPORATE SERVICES	LTP Budget Yr 1 2019	LTP Budget Yr 2 2020	LTP Budget Yr 3 2021	LTP Budget Yr 4 2022	LTP Budget Yr 5 2023	LTP Budget Yr 6 2024	LTP Budget Yr 7 2025	LTP Budget Yr 8 2026	LTP Budget Yr 9 2027	LTP Budget Yr 10 2028
	<i>(thousands)</i>									
Council Building - Fairlie										
0088910. Buildings - Administrative	0	514	0	0	0	0	0	0	0	0
0088925. Plant and Equipment	0	0	0	0	0	0	47	0	0	0
0088940. Furniture & Fittings - Other	20	5	5	5	6	6	6	6	6	0
Council Building - Twizel										
0098925. Plant and Equipment	0	0	0	0	0	0	14	0	0	0
0098940. Furniture & Fittings - Other	2	0	2	0	0	0	0	0	0	0
Information Technology										
0788006. GIS Aerials	30	31	32	32	33	34	35	36	37	38
0788010. Network Infrastructure	10	0	0	0	11	0	0	0	0	13
0788011. Communications Equipment	0	0	0	11	0	0	0	0	12	0
0788012. Software	20	10	11	11	11	11	12	12	12	13
0788014. Web site development	30	0	0	0	44	0	0	0	0	50
0788925. Plant and Equipment	5	5	5	5	6	6	6	6	6	6
Plant Operations										
2658930. Vehicles	144	115	26	187	123	131	68	201	102	148
Total Governance and Corporate Services Capital Expenditure	261	680	81	252	234	188	187	261	176	268

8.2 Annual Net Cost

A Statement of Financial Performance

	Annual Plan	Long-term Plan	Long-term Plan	Long-term Plan	Long-term Plan	Long-term Plan	Long-term Plan	Long-term Plan	Long-term Plan	Long-term Plan	Long-term Plan
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		(thousands)									
General rates, uniform annual general charges, rates penalties	3,027	3,213	3,583	3,795	3,836	4,012	4,167	4,229	4,384	4,583	4,678
Targeted rates	31	32	32	33	34	35	36	37	38	39	40
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	138	125	132	160	170	237	243	250	256	263	273
Local authorities fuel tax, fines, infringement fees and other receipts	121	136	74	76	138	81	83	84	107	111	115
Total operating funding (A)	3,317	3,506	3,821	4,064	4,178	4,365	4,529	4,600	4,785	4,996	5,106
Payments to staff and suppliers	3,288	3,379	3,524	3,711	3,641	3,797	3,997	3,923	4,089	4,308	4,233
Finance costs	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads applied	94	101	128	164	156	193	191	188	184	185	186
Total applications of operating funding (B)	3,382	3,480	3,652	3,875	3,797	3,990	4,188	4,111	4,273	4,493	4,419
Surplus (deficit) of operating funding (A-B)	(65)	26	169	189	381	375	341	489	512	503	687
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	0	0	0	0	0	0	0	0	0	0	0
Capital expenditure											
To meet additional demand	0	0	0	0	0	0	0	0	0	0	0
To improve the level of service	0	0	0	0	0	0	0	0	0	0	0
To replace existing assets	645	261	680	81	252	234	188	187	261	176	268
	645	261	680	81	252	234	188	187	261	176	268
Increase (decrease) in reserves	(710)	(235)	(511)	108	129	141	153	302	251	327	419
Total applications of capital funding (D)	(65)	26	169	189	381	375	341	489	512	503	687
Surplus (deficit) of capital funding (C-D)	65	(26)	(169)	(189)	(381)	(375)	(341)	(489)	(512)	(503)	(687)
Funding Balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0