



SIGNIFICANT ACTIVITIES

- Community Services
- Democracy
- Environmental Services
- Transportation and Townships
- Waste Management
- 5 Waters Services
- Izone Southern Business Hub
- Internal Services



INTRODUCTION TO THE SIGNIFICANT ACTIVITIES

The following pages outline the significant groups of activities of the Selwyn District Council. The significant activities cover the major services undertaken by the Council for, and on behalf of, the citizens of the Selwyn district.

For each significant activity, the Council's actions are presented in the following way:

Overview describes the services provided, the key issues that are likely to impact on the activity in the future and how the Council proposes to develop its services over the next 10 years.

Why is the Council involved? summarises the reasons why the Council is providing the services – the rationale for the activity.

Activity goal is the Council's high level objective for the service - what it is trying to achieve. This is closely linked to the rationale but also provides a sense of where the Council is heading in terms of its service provision.

Council contribution to community outcomes provides the link between the Council's activity goal and the community outcomes. It demonstrates how the Council is planning to support the achievement of the community's overall aspirations for the district.

Demand and asset management summaries the Council's approach to managing its assets, including how it will assess the impact of changing demand and how this will impact on the need for additional capacity and any plans the Council has to improve the level of service it provides.

Negative effects of the activity identifies where the Council's activity can have a negative impact and any measures the Council is taking to lessen this impact.

Key assumptions summarise the key assumptions used when preparing the activity financial forecasts (the operating statement).

The table of **service targets** sets out the services levels and associated performance targets which are used by the Council to allow the community to measure its performance in this activity. The residents' survey referred to in some of the performance measures is a random telephone survey of 1,000 households with a confidence interval of + / -3%

Major projects are the most significant projects that will be carried out in the next few years.

The activity statements show the financial details for the activity for the next ten years. This highlights revenue and expenditure for the activity and how this is to be funded.

Terminology used in the activity financial statements

Introduction

The financial information for each activity includes an **operating statement** and a **capital and reserves funding statement**. (In some cases there is no capital expenditure and therefore no **capital and reserves funding statement**.)

The aim of the **operating statement** is to show the income and expenses associated with providing the group of activities, the resulting surplus or deficit and how this surplus or deficit affects the Council's general rate requirement and reserve balances. The surplus or deficit is made up of a number of different components, including capital revenues that are used to pay for capital expenditure as well as a mix of surpluses and deficits on individual operating accounts (operating accounts are similar to trading accounts and allow surpluses and deficits for specific activities or schemes to be carried forward from one year to the next). The capital revenues are transferred to relevant reserve accounts (these may be special funds or general funds depending on the activity and the nature of the capital revenue) and the specific operating surpluses or deficits relating to operating accounts are transferred to the relevant operating balances. This leaves the amount of the deficit that needs to be funded by the Council's general rate or in some cases the surplus that is available to reduce the general rate requirement. However, in many cases the Council has resolved not fund the depreciation of its assets (preferring to fund capital expenditure as it is required) and in these cases the amount of the depreciation expense is removed from the general rate requirement and is shown as an unfunded balancing item in the activity financial statements. Where the Council has also resolved to utilise its cash reserves to meet its funding requirements this is shown as a transfer from general funds. Once these adjustments are made, the balance remaining is the amount to be funded by (or available to reduce) the general rate.

The aim of the **capital and reserves funding statement** is to show the capital expenditure that the Council is planning to incur and how it plans to fund this expenditure. Funding sources include:

- borrowing;
- general rates;
- transfers from special or general funds. These funds may represent;
 - capital revenues that have been set aside from the operating statement to fund capital expenditure and transferred to special or general funds;
 - the use of other general or special funds (for example where depreciation is funded by rates the cash generated can be used to pay for capital expenditure).

The capital and reserves funding statement also shows the nature of the capital expenditure in terms of whether it is for renewals, to improve the quality of services or meet the demands of population growth.

A more detailed explanation of the terms used in the activity financial statements is set out below.

General funds

General funds represent an accumulation of surplus funds from prior years which belong to the Selwyn District community. Each year transfers to and from general funds occur. In the Selwyn Community Plan these transfers are the result of:

- An accumulation of surpluses and deficits from the Council's activities.
- Internal loans to individual communities to fund capital expenditure. For example, where a community decides to construct a new water scheme, ratepayers are given the opportunity to pay their share of the cost via their rates as a loan. This essentially means that the Council has lent the money from its general fund to the ratepayer for the term of the loan. The ratepayer will repay the principal and interest to the general fund via their rates for the term of the loan. The net effect on the general fund is nil.
- The funding of capital projects which benefits the entire district.
- The planned use of cash reserves to reduce the general rate requirement for any one year.

General rate reserve

There are two areas in the Selwyn Community Plan making surpluses which are used to reduce the general rate requirement for that year. These areas are Internal Support Services and the Izone Southern Business Hub.

The Internal Support Services surplus is the result of dividends, interest and commercial income (mainly rentals) being recognised in this activity. The Izone Southern Business Hub surplus is the result of gains on property sales. The Council has resolved that \$1,500,000 of this gain is to be treated as an internal dividend for general use in the budget.

These contributions to general rates are reflected in the two activity statements as a transfer to the general rate reserve and reduce the overall general rate requirement for ratepayers.

Special funds/reserves

The Council has a number of special funds or reserve funds which belong to individual

communities be they for water, sewerage or reserve developments. These Special funds are only available in the community to which they belong and are generally only available to be used on upgrades or improvements to existing facilities within the community. As the Council upgrades or improves systems, transfers are made from the Special funds to fund that work as opposed to having to increase the rates.

Special funds increases generally result from development contributions received by the water supply, sewerage scheme or reserve. As noted above, special funds decreases are usually to fund capital projects for the supply, scheme or reserve.

Operating accounts

Operating accounts are maintained for all activities that are funded by targeted rates, including water, sewerage, recreation reserves, community centres, libraries, swimming pools, water races, land drainage and community boards. These accounts belong to the individual communities.

Prior years' surpluses may be used to fund operating or capital expenditure. Where an operating deficit occurs this will generally be funded by the affected community through increasing the targeted rate.

Balanced budget

In preparing the Selwyn Community Plan the Council is required to balance its budget. This means that its annual costs are funded by its annual incomes.

The Council's budget achieves this objective and it does so by setting targeted rates (e.g. water, sewerage and refuse) and general rates (which predominantly fund its roading, democracy and regulatory costs) at levels that, once combined with its other sources of income meet the Council's expenditure.

Funding of depreciation

Depreciation reflects the wear and tear on assets from normal use – effectively an estimate of the value of the asset that has been consumed in a year. All the Council's assets (e.g. water supplies, sewerage systems, roading and buildings) are depreciated each year and the relevant expense is included in its costs. An argument exists that the Council should include within the calculation of its rates, in particular the targeted rates it levies, the cost of depreciation. As the majority of the Council's water and sewerage assets were constructed during the period 1970 – 2000, they are relatively 'new' and will not need replacing for another 20-30 years. Including depreciation as a cost in the targeted rates levied will increase the Council's cash balances rather than leaving the cash with our ratepayers. The Council's practice is to fund the average annual cost of renewals for water and sewerage schemes over the next twenty years. This means the rate calculations include an allowance for replacement but do not include the full cost depreciation.

COMMUNITY SERVICES

Overview

The role of community services is to provide and promote a wide variety of services and facilities which make Selwyn district a great place in which to live, work and play! These services and facilities focus on what people have told us is important to them and valued by them:

- building strong, safe communities;
- supporting local economic prosperity;
- enhancing the natural environment and landscape;
- enabling residents to live healthy and active lives.

We do this through working with the community to plan and provide:

- Community centres and halls throughout the district which provide a social hub for communities and venues for a variety of recreational, cultural, social and educational activities.
- Recreation reserves, parks and domains which provide open spaces for a wide range of sports such as rugby, netball, bowls, golf, rifle shooting and even gliding.
- Open spaces and conservation areas which provide environmental protection of riverbanks and lake margins, and give recreational access to rivers and lakes.
- Council buildings and property, which provide facilities for libraries, community health and social services, community information hubs and Council operations. Toilet facilities throughout the district which cater for local community, traveller, tourist and rural recreation needs. Cemetery facilities for celebrating and remembering the lives of friends and family.
- Forestry plantations, for the purpose of sustainable land management and to generate a financial return on otherwise redundant land.
- Gravel reserves to support the provision of the road network in the district.
- Community development services, which help build the capacity of local communities to develop activities and services and build a sense of community and neighbourliness. Recreation and arts programmes, to meet the needs and interests of all residents - young and old.
- Libraries, including four township libraries, two volunteer libraries and a mobile library.
- Local swimming pools, which provide recreation, health and social opportunities for residents and visitors.

- Business promotion activities, including working with local businesses, research centres and the agriculture sector to encourage local economic development and jobs.
- Tourist promotion activities.
- Emergency preparedness services, including rural fire services and civil defence.

We also work with, and advocate to, a range of agencies to secure the best possible health, education and wellbeing for our residents. Agencies that we work with include other local authorities, central government agencies, local iwi, Canterbury District Health Board, Partnership Health Canterbury, businesses, schools, universities, research institutes and other education groups, community groups, sports and recreation clubs and churches.

We encourage community participation in Council decision-making by managing community consultation and communication.

Over the next 10 years a number of factors will affect our services. These include:

- ongoing population growth in the district and increasing urbanisation of rural townships, particularly those on the 'commuter belt' within 20 km of Christchurch;
- changing demographics in the district, including an ageing population, increasing numbers of children and youth and increasing diversity within the community;
- increasing public expectations for higher quality services and facilities including existing facilities;
- increasing demands on volunteers (e.g. health and safety), which may mean the Council taking more of a leadership and facilitation/provision role;
- provision of services by other agencies, and central government initiatives, including funding and provision, regulation and policy;
- changes in demand and preferences for recreation and leisure activities, including an increasing focus on physical activity to counter illness;
- changing demand from tourism and visitor activities, including increasing traveller numbers on main highway routes;
- increasing business activity.

In response to these we plan to:

- implement our Libraries for Life Strategy, including extending and upgrading of the Darfield Service Centre to provide a new library; moving the Leeston library to the Service Centre which will allow for significantly increased floor area and services, building a new library at Lincoln and expanding or rebuilding the Rolleston library;
- build a new Community Centre in Lincoln to provide sporting, recreation and social activities;
- expand our community development and community recreation activities;
- improve our community halls and centres so we can continue to provide our services to the desired standard and meet the needs of additional capacity requirements that are forecast;
- develop additional recreation reserves in high growth areas to meet future demand for sports and recreational activities;
- upgrade our public toilets;
- build a new indoor swimming pool in Rolleston.

Why is the Council involved?

Local authorities are the only organisations in New Zealand mandated by law to look after the social, cultural, economic and environmental wellbeing of their residents. Councils are also obligated to consult with their communities to understand what is important to and valued by these communities and to work with other agencies and government departments to make this happen (Local Government Act 2002 Section 10)

There is mounting evidence of an association between **strong safe communities** and desirable outcomes, for example economic growth, social cohesion, improved health, more vibrant democratic institutions, and safety. People living in strong communities work together to solve problems and improve community life and are better able to cope with adversity or shocks. Strong communities are a place for people to have fun with others, laugh, share stories and make friends. Community services strengthens local communities through a range of activities, including providing places and spaces for people to meet and interact; supporting voluntary community committees in which people work together and develop a sense of common purpose; and facilitating community social, leisure and cultural activities. Community halls, libraries, heritage

buildings, service centres, and reserves provide a focal point for rural communities and contribute to a community's identity and sense of belonging.

The benefits of **physical activity** are now widely accepted and recognised. These benefits include personal development, social cohesion, economic development, reduced health care and justice costs, reduced antisocial and self-destructive behaviour and enhanced quality of life. Increasing peoples' physical activity has emerged in the last decade as a key international and national goal to improve health. Lack of regular physical activity is a modifiable risk factor for many illnesses and disease. The Council encourages residents to live healthy and active lives by providing a range of recreation and leisure facilities, including parks, reserves, swimming pools, halls and sport fields, as well as working with sports and recreation clubs, and promoting activities and events.

The **natural environment and landscape**, everything from parks and open countryside to playing fields and other green spaces, play an important part in promoting and maintaining good health and well-being. A healthy environment provides recreational opportunities and allows people to take part in activities they enjoy. The aesthetic quality of the environment is important for people's sense of well-being, simply looking at landscapes and nature can reduce stress and increase positive feelings. The landscape is an integral part of the rural identity. For many residents it is the reason they chose to live in the district. The Council enhances the environment and landscape by ensuring each township is served by a reserve, park or domain. Large rural recreation reserves provide environmental protection of riverbanks and lake margins and support the district's biodiversity. Our network of reserves and open space creates green corridors for birds and animals.

A **robust local economy** is an important element of people's quality of life. A strong economy provides income and jobs, which influences people's ability to participate in, and contribute to, the community's well-being. Jobs provide income and social contact and social connectedness. The ability to purchase goods and services and to obtain adequate food and housing is inextricably linked with income. The Council promotes the economic wellbeing by working with the business sector and central and regional government agencies to promote the district's economic interests.

People have told the Council through a number of community surveys and community consultations how important it is to them to belong to safe, active, caring and cohesive communities. They support the Council's community development activities and believe that strengthening communities is fundamental to the continuing development of Selwyn. They consider the availability of community and recreational facilities and open space is considered a priority for the district.

Activity goal

Our objectives are to:

- build strong, safe communities;
- support local economic prosperity;
- enhance the natural environment and landscape;
- enable residents to live healthy and active lives.

The Council contribution to community outcomes

This group of activities contributes to the following community outcomes:

Community outcome	How community services contributes:
Air, land, water and general environment to be kept in a healthy condition.	Forests help lessen the effects of climate change by converting carbon dioxide from the atmosphere into carbon stored in wood.
	Open spaces and conservation areas provide environmental protection of riverbanks and lake margins.
A living environment where the rural theme of Selwyn is maintained.	Recreation Reserves contribute to the landscape character of the district and enhancement of rural township environments.
	Forested areas contribute to the rural landscape character of the district.
	Community halls, centres and heritage buildings act as focal points for rural communities and contribute to township identity.
A healthy community. Selwyn people have access to appropriate health, social and community services.	The Council libraries/service centres provide facilities for the delivery of community, social and health services and information.
	Community hall and centres provide venues for passive and active recreation and social activities which benefit physical and mental wellbeing and promote a sense of belonging/community to participants.
	Recreation reserves and swimming pools facilitate healthy active lifestyles
	Community development and recreation services facilitate healthy lifestyles.
	The Council advocacy to central government and other agencies for health and social service provision in the district ensures residents have access to appropriate services.
	Community development services facilitate interagency forums and coordination.
	Community development services support and build the capacity of local groups to provide services to residents.

Community outcome	How community services contributes:
A safe place in which to live, work and play.	Rural fire services and civil defence help ensure people and property are safe in an emergency
	The Council promotes Neighbourhood Support groups and volunteer involvement with emergency management.
	The Council works with ACC and the Ministry of Health to reduce the number of injuries in the district.
	The Council promotes community safety initiatives – e.g. road safety.
	Pools provide learn to swim opportunities which help ensure people are safe when in water.
An educated community.	Provide libraries for lifelong learning and education.
	The Council works with Lincoln University and CRIs to promote learning, research and good practice.
	The Council advocates to influence provision of education services in the district in a timely manner.
A Prosperous Community.	The Council's business-friendly approach encourages new business to the district.
	Gravel and forestry reserves provide work opportunities for local contractors and have a positive impact on business.
	Economic development activities promote economic development and job creation.
	Provision of public toilets supports growing tourism industry and business commercial hubs.
	The district promotes itself as a destination and lifestyle destination, drawing new residents and workers to Selwyn.
An ability to experience cultural activities.	The library network provides information, learning, recreational and cultural opportunities.
	Support for preservation of heritage adds to the historical and cultural identity of the district.
	Cultural activities, events and facilities allow residents to experience the arts and culture.
	Residents have a place to remember the lives and contributions of past members of the district's communities.
	Heritage aspects of cemeteries are preserved.

Demand and asset management

The main asset groups for Community Services are:

- buildings and property, comprising 39 Council buildings and property with four of the buildings housing library operations;
- rental housing, comprising 19 rental houses including three pensioner cottages;
- community centres and halls, comprising 27 community centres and halls;
- forestry, comprising 59 plantations distributed across 163.5 hectares;
- 27 operating gravel reserves for extraction or backfilling;
- public toilets, comprising 19 public toilet facilities;
- recreation reserves, comprising 29 larger recreation reserves with a total area of 390 hectares, four recreation reserves linked to community centres and halls totalling 21.8 hectares and 22 conservation areas totalling 165 hectares;
- swimming pools, comprising five community swimming pools and two small pools managed as part of recreation reserves or community centres;
- cemeteries, comprising 17 operating cemetery facilities and two closed cemeteries.

The Council adopts a mixture of management approaches for these assets, depending on the requirements of the activity and resources available within each community. These approaches include:

- working in partnership with a network of local community committees to promote community stewardship - the committee is responsible for the day-to-day maintenance and operation while the Council provides technical support and advice, for example swimming pool voluntary community committees;
- overall Council management and contracting a company or local person to undertake day-to-day operation and maintenance work;
- Council management and maintenance;
- management contracted to another agency which also arranges operations as with forestry.

In each scenario, the Council provides strategic overview and technical support such as asset management planning.

In order to determine future capacity and provision requirements for assets we have:

- calculated current capacity requirements;
- calculated future requirements for the 10 year planning period taking into account identified demand factors;
- considered other factors that might directly influence future provision and issues;
- undertaken condition and performance assessments of existing assets;
- identified gaps in provision by applying standard criteria based on current service standards.

We do not intend to substantially change or increase levels of service for forestry, public toilets, recreation reserves, cemeteries, rental housing, and community centres and halls, especially as there is a reasonably high level of satisfaction with current performance. The main focus into the future will be on maintaining present levels of service and addressing identified gaps and issues.

However, our assessment indicates that demand for additional or improved facilities and green space will increase. A number of existing buildings (especially libraries) have already reached the limit of their capacity and are planned to be extended or additional capacity built in at the time of replacement. In addition, there are already service standard issues with some existing assets that indicate the need for further capital investment for improvements.

As a result of our assessment, we are planning to:

- relocate Darfield library and service centre to the remodelled Darfield Council office building (in 2009/10);
- replace the Lincoln library and service centre building (in 2010/11);
- extend or rebuild the Rolleston library (2011/12);
- extend the Council's Rolleston headquarters (if and when required);
- replace the building or relocate the Darfield Medical Centre (2009/10);
- build an indoor swimming pool in Rolleston (2010/11).

There are also minor issues related to some assets which will be addressed as part of our ongoing renewal or upgrading programmes. These include:

- maintaining forestry sites in a tidy state;
- upgrading the quality of facilities and environments at rural recreation reserves;
- provision of additional sports equipment at some reserves to improve the range of activities available;
- improvements to quality of facilities such as public toilets to meet target grade standards as part of renewal or upgrading programmes;
- improvements to buildings and facilities to ensure building regulations and other health and safety requirements are achieved as part of renewal or upgrading programmes.

There are no current plans to dispose of land currently used for forestry, recreation reserves or cemeteries.

There are two existing community halls that may be considered for disposal during the planning period - Brookside hall and the Halkett old hall building. Where possible, the Council will dispose of its rental housing over time. The Council does not consider that it has a role as a significant provider of rental housing for the community and is only involved in this activity as a result of earlier management approaches. The Council intends to dispose of 60 disused gravel reserves. This would be undertaken on a priority basis with those not subject to restrictions under the Reserves Act 1977 being offered for disposal in the first instance. The Council intends to dispose of property assets that are no longer required for their intended purpose.

Negative effects of the activity

There are no significant negative effects from this group of activities.

Key assumptions

The key assumptions underpinning this plan are:

- the population will grow in line with the forecasts generated by the Selwyn growth model;
- the need and demand for services and facilities will increase with population growth, urbanisation and other influencing factors;

- providing community development activities are an effective way of supporting social capital and building community wellbeing in the district;
- the arts are an important way in which we see ourselves as people and as communities – creating a sense of identity;
- retaining residents to work in the district delivers economic, social and environmental benefits;
- the district will continue to have a volunteer base to support its recreational and social activities and facility management;
- that the Council will continue to retain existing forestry sites with no significant gains in the forestry estate planned;
- standards used for defining future reserve needs will provide sufficient recreational open space to meet community needs;
- there will be no significant change to central government funding and provision of services, however, there will be some increase in funding to the district associated with the increase in population;
- it is assumed that no major strengthening works and resultant costs will be needed on the Council buildings as a result of assessments for the Earthquake Prone, Dangerous and Insanitary Buildings Policy;
- fees and charges for the district swimming pool will generate revenue to offset 30% of operating costs, this is based on benchmarking with industry revenue targets and assumptions on the number of swims per capita;
- the funding model for the new district swimming pool assumes that 50% of the capital costs is derived from sources other than rates.

We have also made some minor assumptions regarding:

- the uptake of burial plots for cemeteries (including the assumptions in determining available capacity and future revenue streams);
- the forecast revenue of public toilets based on assumptions for honesty box returns;
- the forecast revenue of some property and buildings based on assumptions regarding commercial leases that are still under negotiation;
- the forecast revenue for gravel reserves is based on assumptions for demand and availability of resources.

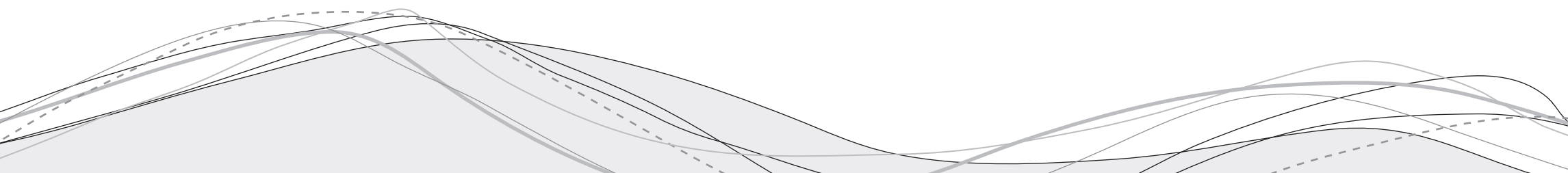
Major projects

Over the next ten years we plan to:

- Implement our **'Libraries for Life' Strategy**, including extending and upgrading of the Darfield service centre to provide a new library; building a new library at Lincoln and expanding or rebuilding the Rolleston library.
- Build a new **community centre in Lincoln** to provide sporting, recreation and other facilities.
- Expand our community **development and recreation activities**.
- Provide an **indoor swimming pool** in Rolleston to meet community demand.

Community input to the 'Aquatic Facilities Plan' (2008) identified the current provision of pools in Selwyn was inadequate and year round swimming facilities were needed. We invited local people to comment on a proposal to build indoor pools in Rolleston and Lincoln as part of the consultation on the draft Selwyn Community Plan and also carried out an independent telephone survey of 500 households. After considering the feedback, the Council decided to provide a district pool in Rolleston. The new pool complex will have a family focus and the Council will work on the detailed plans for the facility during the 2009/10 financial year.

Swimming pools are costly items to build and operate and the Council considered a number of funding options during the preparation of the Selwyn Community Plan. In the draft plan we proposed a 'concentric' rating system that meant those closest to the pool would pay the most. Based on that policy the estimated rates for those living within 10km of the pool would be \$136 per year, reducing down to \$17 for those living more than 30km away, as set out in the table below.



New Pool at Rolleston (annual rate requirements for concentric method)

Proximity to Pool	2009/10	2010/11	2011/12	Each Year from 2012/13 onwards
0-10 km	\$0	\$0	\$136	\$136
10-20 km	\$0	\$0	\$68	\$68
20-30 km	\$0	\$0	\$34	\$34
Over 30 km	\$0	\$0	\$17	\$17

An alternative approach is to spread the cost evenly across the district. The following table shows the rating impact for this approach.

New Pool at Rolleston (annual rate requirements for uniform method)

	2009/10	2010/11	2011/12 onwards
All households	\$0	\$0	\$87

During the consultation on the draft Selwyn Community Plan, we received a variety of differing views on the proposed rating system for the district pool. The Council has not yet made a final decision on how the new pool will be paid for and will review the funding model, including costs, revenues and the rating system, during the 2009/10 financial year. We will consult on our proposal as part of the 2010/11 annual budget process.

Service targets for community services

Service Targets									
Objective	Current service	Planned service 2009-12	Indicative service 2013-19	Performance measure	Current performance	2009-10	2010-11	2011-12	2013-19
Residents have open spaces for physical recreation activities and social contact to benefit physical and mental wellbeing.	Residents have convenient access to a sports and recreation reserve and make use of them.			Percentage of residents who have used or visited a public parks or reserve in the past 12 months.	69%	≥70%	≥70%	≥70%	≥75%
	There are sufficient reserves provided to meet the organised sports and recreation needs of the district.			Hectares per 1000 population is above the average for similar sized district authorities (minimum 3 ha/1000).	5.2 ha	>5 ha	>5 ha	>5 ha	≥4.5 ha

Service targets for community services (cont)

					Service Targets				
Objective	Current service	Planned service 2009-12	Indicative service 2013-19	Performance measure	Current performance	2009-10	2010-11	2011-12	2013-19
Township reserves and streetscapes enhance the landscape character of the district and unique identity of township environments and provide places for recreation activities and social contact to benefit physical and mental well-being.	The quality of reserves and streetscapes meets residents' service expectations.			The performance rating (out of 100) for parks and reserves in the residents' survey.	80	≥80	≥80	≥80	≥85
	Township reserves are located within easy walking distance for township residents.			Percentage of townships where all residents are serviced by a reserve within 400 m.	88%	≥90%	≥90%	≥90%	≥95%
Community centres and halls provide local venues for social, cultural, recreational and educational uses.	A range of facilities are provided of variable quality that meets functional requirements.	The standard of community centre/hall facilities reflects the community and user expectations.		The performance rating (out of 100) for community centres/halls in the residents' survey.	Not measured	≥50	≥60	≥65	≥70
	Community centres and halls are maintained to a serviceable standard on a reactive basis.	Community centres and halls are maintained to a level that ensures service availability and economic viability.		Numbers of buildings in average condition or below based on cyclical condition inspections.	20%	<20%	<20%	<20%	<15%

Service targets for community services (cont)

					Service Targets				
Objective	Current service	Planned service 2009-12	Indicative service 2013-19	Performance measure	Current performance	2009-10	2010-11	2011-12	2013-19
Public swimming pools contribute to Selwyn district being an attractive place to live and provide places for recreation activities and social contact to benefit physical and mental wellbeing.	A network of local and sub-district 'open air' pools is provided meeting the needs of some district communities.	A network of local and sub-district 'open air' pools is provided for district communities and the largest population centre is served by an indoor pool facility.		Number of local, sub-district and district public pools.	7	7	8	8	8
	Open air pools are provided and well used by local communities.	Open air and indoor pools are provided and are well used by the district community.		Number of swims per capita of district population per year.	0.5	0.5	0.5	1.8	1.8
Provision of public toilets helps to promote a healthy living environment for district residents and has economic benefits in supporting local businesses, visitor destinations and tourism.	The quality of public toilet facilities reflects minimum grade standards.	The quality of public toilet facilities is consistent with grade standards and customer expectations.		The performance rating (out of 100) for public toilets in the biennial resident survey.	57	60	>60	>60	≥65

Service targets for community services (cont)

					Service Targets				
Objective	Current service	Planned service 2009-12	Indicative service 2013-19	Performance measure	Current performance	2009-10	2010-11	2011-12	2013-19
A network of cemeteries is provided to meet the district's burial and remembrance needs.	The quality of cemetery facilities and maintenance standards reflects the level of use.	The quality of cemetery facilities and maintenance standards meets residents' service expectations.		The performance rating (out of 100) for cemeteries in the residents' survey.	70	70	72	72	≥74
Provide community development services and advice to Selwyn residents.	The Community Development Team of two Community Development Advisors, a Youth Advisor, an Active Communities Coordinator and an Administrator work with community groups to help build their strengths; provide information and promote active lifestyles and community safety.	The capacity of the team will be increased to meet the growing demand for recreation and community activities and events (particularly for children, young people, families, young parents and older adults): for health and social services; and to meet the need to encourage volunteerism and community connectedness, as the district grows.	The service will be maintained with a similar capacity.	Residents' sense of community.	Not measured	Establish baseline via Residents' Survey.	Increased %	Increased %	Increased %
				Percentage of Selwyn residents engaging in regular physical activity.	Not available	Establish baseline via Residents' Survey.	Increased %	Increased %	Increased %

Service targets for community services (cont)

Objective	Current service	Planned service 2009-12	Indicative service 2013-19	Performance measure	Service Targets				
					Current performance	2009-10	2010-11	2011-12	2013-19
	The Economic Development Team consists of an Economic Development Officer and a District Promotions and Events Co-ordinator and works with businesses and education to ensure training meets local needs; encourages work opportunities for residents; encourages business to Selwyn; and promotes the district as a local and international visitor attraction.	Additional funding will be used to develop business/ education partnerships; support innovation and technology; attract new business to the district; add value to agricultural and horticultural production and continue to promote Selwyn as a local/national / international tourist destination.	The service will be maintained with a similar capacity.	Number of new businesses established in the district.	5,246 businesses located within Selwyn district as at February 2008.	1% increase	1% increase	2% increase	2% increase
				Number of people employed within the district.	42%	Not measured	Not measured	47% (2011 Census)	52% (2016 Census)
Provide library and cultural services.	Selwyn library service is comprised of 10.5 FTE qualified library professionals and operates branch libraries in Darfield, Rolleston, Lincoln and Leeston, plus a Mobile library service.	Each of the district's libraries to be replaced or rebuilt to improve facilities and services for the growing population.	Core service provision continues.	Registered library users as a percentage of total population.	45.3%	47%	48%	49%	60%
		Staffing levels increased. Increasing focus on online resources in line with increasing pattern of technology use.	Staffing levels increased, to meet demand and to focus on local history collections, information services and education.	Issues per patron per annum.	17.09	17.5	18	18.5	22

Community services activity statement

(a) Community services forecast activity operating statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Activity revenue										
Targeted rates	2,832	3,215	4,843	5,035	5,187	5,478	5,632	5,766	5,914	6,047
Development contributions	363	365	2,048	2,090	2,090	2,090	2,089	2,089	2,374	1,842
Other revenue	1,461	1,859	1,994	2,053	2,130	2,217	2,298	2,432	2,477	2,596
Total activity revenue	4,656	5,439	8,885	9,178	9,407	9,784	10,019	10,287	10,765	10,485
Operating expenditure										
Business development/district promotion	456	536	607	629	673	696	707	729	752	847
Cemeteries	339	348	362	375	406	423	422	459	492	503
Civil defence	224	231	237	243	250	256	261	268	271	264
Community centres and facilities	1,274	1,661	1,726	1,786	1,783	1,826	1,835	1,873	1,904	1,942
Community development	595	697	920	949	1,038	1,027	1,071	1,114	1,169	1,199
Community grants	190	196	201	206	212	217	222	229	235	242
Elderly housing	29	28	29	43	31	31	32	33	34	35
Forestry	54	68	78	71	46	67	70	77	51	37
Library services	1,756	1,909	2,211	2,445	2,495	2,544	2,597	2,650	2,714	2,776
Medical centres	18	42	36	37	38	38	39	40	41	41
Property and buildings	773	789	778	734	744	660	648	707	727	744
Public toilets	425	445	455	473	519	533	536	560	582	604
Recreation reserves	2,485	1,682	1,691	1,697	1,789	1,916	1,975	2,094	2,128	2,223
Rural fire protection	357	363	370	376	383	389	395	402	411	419
Swimming pools	234	385	2,157	2,227	2,279	2,448	2,474	2,512	2,542	2,588
Total operating expenditure	9,210	9,381	11,861	12,291	12,686	13,073	13,284	13,748	14,054	14,464
Surplus/(deficit)	(4,554)	(3,943)	(2,977)	(3,114)	(3,279)	(3,289)	(3,266)	(3,461)	(3,289)	(3,979)
Transfers (to)/from:										
Operating account	(382)	(602)	(635)	(565)	(688)	(707)	(855)	(934)	(1,003)	(1,098)
Special funds	(437)	(448)	(2,141)	(2,156)	(2,151)	(2,153)	(2,158)	(2,163)	(2,426)	(1,869)
General funds	(14)	(14)	(238)	(224)	(224)	(224)	(224)	(224)	(224)	(224)
Operating deficit balanced by:										
General rates	3,524	3,473	4,062	4,118	4,720	4,741	4,851	5,135	5,280	5,482
Not funding depreciation	1,073	1,438	1,930	1,942	1,621	1,633	1,651	1,646	1,662	1,688
Transfers from operating account	720	95	-	-	-	-	-	-	-	-
Transfers from general funds	70	-	-	-	-	-	-	-	-	-
Total	4,554	3,943	2,977	3,114	3,279	3,289	3,266	3,461	3,289	3,979

(b) Community services forecast capital and reserves funding statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure										
Business development/district promotion	-	-	-	-	-	-	-	-	-	-
Cemeteries	58	26	40	123	66	31	67	220	159	60
Civil defence	85	-	-	-	-	-	-	-	-	-
Community centres and facilities	8,071	1,103	81	128	51	75	58	171	149	221
Community grants	-	-	-	-	-	-	-	-	-	-
Elderly housing	-	-	-	-	6	-	5	-	13	10
Forestry	-	-	-	-	-	-	-	-	-	-
Library services	1,393	2,104	2,616	171	175	178	198	186	237	248
Medical centres	769	-	-	-	-	-	-	-	-	-
Property and buildings	715	873	566	586	586	662	3,569	707	766	771
Public toilets	589	130	-	223	140	224	202	-	118	-
Recreation reserves	3,942	1,054	1,621	406	73	1,424	1,140	1,776	3,440	881
Rural fire protection	350	203	123	128	133	138	143	149	155	161
Swimming pools	234	8,965	63	440	52	20	-	55	95	35
Total capital expenditure	16,206	14,458	5,109	2,206	1,282	2,753	5,382	3,265	5,132	2,387
External loan repayments	-	-	-	-	-	-	-	-	-	-
Total funding required	16,206	14,458	5,109	2,206	1,282	2,753	5,382	3,265	5,132	2,387
Funded by:										
General rates	564	218	23	334	205	253	276	229	311	109
External loans raised	-	4,500	-	-	-	-	-	-	-	-
Transfers from operating accounts	2,542	589	409	838	304	310	780	1,506	2,198	1,157
Transfers from special funds	11,279	6,196	1,522	307	47	1,387	617	683	1,723	227
Transfers from general funds	1,821	2,955	3,156	727	727	802	3,709	847	900	893
Total funding sources	16,206	14,458	5,109	2,206	1,282	2,753	5,382	3,265	5,132	2,387
Capital expenditure by type:										
Renewals and replacements	1,044	637	448	696	467	751	823	702	969	959
New works due to improved service levels	2,366	511	205	522	82	99	54	144	217	131
New works due to increased demand	12,796	13,310	4,456	988	733	1,903	4,505	2,419	3,946	1,297
Total capital expenditure	16,206	14,458	5,109	2,206	1,282	2,753	5,382	3,265	5,132	2,387

DEMOCRACY

Overview

This activity covers the costs associated with the Council's democratic process. This includes Councillor and Community Board members' remuneration and the cost of providing them with professional advice and support, as well as the cost of organising elections every three years. It also covers certain grants made by the Council and a levy imposed by the Canterbury Museum.

The Council operates in an open way. It has established arrangements that allow local people to participate in the decision making process and encourages the community to get involved.

The major documents that guide the direction of the Council and the district are the District Plan, Selwyn Community Plan and the Annual Report.

Why is the Council involved?

The Council, as a creation of statute and elected by its residents, needs to have a structure which allows the communities' requirements to be identified and provided for by those individuals who are elected to office.

To achieve this, the Council has a small number of sub-committees and currently no standing committees (other than the Izone Southern Business Hub) as it believes, by conducting its business twice a month it can achieve better and faster results for the community.

In addition, the Council has Community Boards in the Selwyn Central Ward and the Malvern Ward. A Community Board's role is to provide the Council with 'grass roots' information on the activities of its Ward and the issues that need to be resolved by the Board and the Council.

In each township, the Council has either a Community Committee or a Township Committee, or in some instances, a Ratepayers' Association exists to provide the Council and the Community Boards, in the relevant areas, with specific requests for services or resolution of issues that affect that particular town and its surrounding area.

The Council also has a number of Community Centres and Recreational Reserves. For each of these facilities, a Management Committee is elected to both govern the facility and ensure that the works that they decide are required for the Community Centre and Reserve are undertaken.

Although there are a significant number of committees within the Selwyn district, this structure allows local people to have a local say on local issues.

Activity goal

To provide effective and efficient representation for ratepayers in a fair and equitable manner.

Council contribution to community outcomes

For many of the community outcomes, the Council has an advocacy role with Government Departments and other organisations. The Council will ensure that it takes every practical opportunity to undertake this role to achieve the community outcomes whether it is through formal meetings, submissions or informal gatherings at elected member or staff level to the appropriate organisations.

Negative effects of activity

There are no negative effects from this activity.

Key assumptions

The key assumptions underpinning this plan are:

- tri-annual election expenses are forecast to be \$66,000 in total and are funded equally over the three year election cycle;
- the grant to the Canterbury Museum Trust Board reflects the Museum's forecast of the annual levy for operating costs plus an additional capital levy for the planned upgrade project in the years 2011-12 to 2013-14.

Service targets for democracy

Service Targets									
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19
Take decisions in an open and accountable manner.	All meetings of elected members are held in compliance with the Local Government (Official Information and Meetings) Act 1987.			Conduct less than 5% (by item) of Council business in a public excluded meeting.	14%	≤5%	≤5%	≤5%	≤5%
Prepare key accountability documents in accordance with good practices that allow for easy input from ratepayers and meet statutory requirements.	The annual report, annual budget and Selwyn Community Plan meet good practice standards.			The annual report, annual budget and Selwyn Community Plan are prepared within statutory timeframes and, where relevant, with an unqualified opinion.	2008 annual report received an unqualified audit opinion 5 days later than statutory deadline. 2009 annual budget within deadline.	2009 annual report adopted on time with unqualified audit opinion. 2010-11 annual budget adopted on time.	2010 annual report adopted on time with unqualified audit opinion. 2011-12 annual budget adopted on time.	2011 annual report adopted on time with unqualified audit opinion. 2012-22 Selwyn Community Plan adopted on time with unqualified audit opinion.	The annual report, annual budget and Selwyn Community Plan are prepared within statutory timeframes and, where relevant, with unqualified opinions.

Democracy activity statement

Democracy forecast operating statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Activity revenue										
Targeted rates	414	436	581	740	664	599	618	640	661	681
Other revenue	-	-	-	-	-	-	-	-	-	-
Total activity revenue	414	436	581	740	664	599	618	640	661	681
Operating expenditure										
Mayoral	242	254	265	273	285	293	301	313	326	334
Council	2,175	2,281	2,388	2,453	2,559	2,638	2,717	2,825	2,943	3,025
Community boards	166	175	184	192	203	211	221	234	246	256
Grants and subscriptions	473	494	637	793	712	644	658	674	690	707
Total operating expenditure	3,057	3,205	3,473	3,712	3,759	3,786	3,898	4,047	4,204	4,323
Surplus/(deficit)	(2,642)	(2,768)	(2,892)	(2,972)	(3,095)	(3,187)	(3,280)	(3,407)	(3,544)	(3,641)
Transfers (to)/from:										
General funds	-	-	-	-	-	-	-	-	-	-
Operating deficit balanced by:										
General rates	2,637	2,768	2,892	2,972	3,095	3,187	3,280	3,407	3,544	3,641
Not funding depreciation	-	-	-	-	-	-	-	-	-	-
Transfers from general funds	5	-	-	-	-	-	-	-	-	-
Total	2,642	2,768	2,892	2,972	3,095	3,187	3,280	3,407	3,544	3,641

ENVIRONMENTAL SERVICES

Overview

The Environmental services group of activities contributes to the well being of the residents of the district by working to protect the community from a variety of risks and to enhance the quality of the built and natural environment in which we live.

Environmental services issue a wide range of consents and licences in the areas of planning, building, sale of liquor, food premises, general health licenses and dogs.

A key element of our role is the promotion of quality development in the district. This is achieved by working closely with the community, developing appropriate planning measures and making the necessary provision in this plan to achieve what the community wants.

Environmental services contribute to the development of the district and the well being of residents by engaging with the community to influence the nature of development and by ensuring that actions taken by people in Selwyn district are law abiding and in accordance with community expectations.

The Council will continue to work with its partners to implement the greater Christchurch Urban Development Strategy and manage development and population growth in the area of the district which the strategy covers. The strategy will provide for development which enhances and enriches the lifestyles of residents in thriving, vibrant communities. Because the strategy only covers the north eastern part of the district the Council will be developing a wider strategy to guide future development and accommodate growth throughout the district. This strategy will inform both the community and the development sector of the nature and degree of change which is expected in the future.

Work will also continue to improve consenting processes to make them customer friendly in addition to meeting compliance requirements. This will include staff training, reviewing processes and website development.

The following individual activities are carried out.

Building control

This activity receives and processes applications for building consents, undertakes the inspection of building works and issues the necessary certificates for building related work. On going work will be required to maintain the Council's accreditation as a Building Consent Authority and comply with additional requirements of quality control and staff qualification by 1 December 2010 and 1 December 2013 respectively.

Why is the Council involved?

The Council undertakes this function to ensure that buildings constructed in the district are fit for purpose and can be used by people without in any way endangering their health and/or safety.

Activity goal

Building related consents and approvals are processed and building inspections are undertaken in accordance with legislative requirements in a timely manner which meets customer expectations.

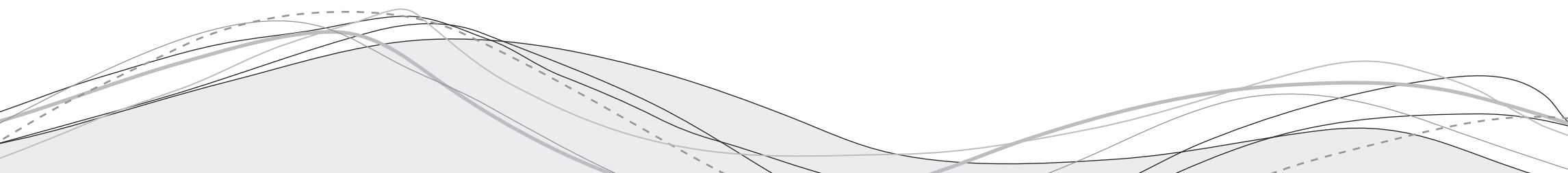
Council contribution to community outcomes

This activity contributes to the community outcome of ***a safe place in which to live, work and play*** by ensuring that all buildings constructed in the district are safe and fit for their intended use.

District plan administration

This activity receives and processes resource consent applications, provides planning input into Project Information and Land Information Memoranda (PIMs and LIMs) and responds to requests for clarification or interpretation of district plan provisions.

With significant changes being proposed to the district plan to provide for a more guided approach to development, more evaluation will be required at the plan administration stage, particularly with regard to such matters as urban design.



Why is the Council involved?

To administer the district plan to meet the community's aspirations and expectations as to the nature of development in the district and how the built and natural environments are to be managed.

Activity goal

Resource Consents are issued in a timely manner and conditioned appropriately to achieve the intentions of the community as expressed in the district plan.

Council contribution to community outcomes

The activity contributes particularly to the following community outcomes:

Air, land, water and the general environment to be kept in a healthy condition; and

A living environment where the rural theme of Selwyn is maintained.

The district plan provides a framework for development within the district that assists in achieving the above outcomes.

Environmental health

This activity issues a range of licences including those relating to the sale and manufacture of food, the sale of liquor, hairdressers, amusement devices, mobile shops, hawkers and offensive trades. Complaints are also responded to and infectious and notifiable diseases investigated.

In the future it is projected that the Council's role in the control of food premises will change as central government is reviewing the current licensing regime with the view of moving to Food Control Plans. It is possible that these changes will be phased in during the 2009/10 financial year with the new plans being audited on an annual basis by Environmental Health Officers.

Why is the Council involved?

To improve, promote and protect public health in the district.

Activity goal

To assess and process all licence applications promptly in accordance with the relevant criteria and respond quickly and take effective action to nuisance complaints.

Council contribution to community outcomes

The activity contributes particularly to the following community outcomes:

Air, land and water and the general environment to be kept in a healthy condition by taking action on activities that may cause damage to the environment.

A safe place to live, work and play by helping ensure that food hygiene standards are met.

Monitoring

This activity monitors the conditions placed on resource consents for compliance and responds to activities which are being conducted without the appropriate consent.

With Selwyn district being located close to Christchurch City and on relatively inexpensive land, there is increasing pressure to take action with regard to non-rural activities being established in rural locations without resource consents.

Why is the Council involved?

To contribute to community and environmental well being.

Activity goal

To address activities which have the potential to adversely affect the environment and to ensure that nuisances and adverse effects on people and the environment are eliminated or minimised.

Council contribution to community outcomes

The activity contributes particularly to the following community outcomes:

A safe place to live, work and play, and

Air, land and water and the general environment to be kept in a healthy condition by responding promptly and effectively to nuisance complaints.

Strategy and policy

The Council undertakes strategic land use and policy functions to maximise the benefits of growth for its communities and to address its negative impacts. Through working with communities and other stakeholders, different growth scenarios are identified, analysed and a preferred option chosen.

One of the chief drivers for this strategic approach to managing growth is the Greater Christchurch Urban Development Strategy which covers the north eastern part of the district and includes the settlements of Lincoln, Prebbleton, Rolleston and West Melton.

The Council is also required to monitor the effectiveness and efficiency of its district plan and this activity area prepares and promulgates plan changes where necessary.

Why is the Council involved?

To implement the greater Christchurch Urban Development Strategy in the area of the district covered by the strategy and extend this strategic approach over the balance of the district. In addition the district plan needs to be kept up to date so it continues to serve the needs of the community.

Activity goal

To prepare a district wide development strategy, undertake structure planning processes in the district's major townships and implement the outcomes of these processes via the district plan and by non- statutory means.

Council contribution to community outcomes

This activity contributes particularly to the following community outcomes:

Air, land and water and the general environment to be kept in a healthy condition by protecting key elements of the natural environment from the adverse effects of development.

A safe place to live, work and play where the rural theme of Selwyn is maintained by planning to consolidate growth around townships.

A safe place to live, work and play by promoting design principles that help make public areas safe.

A prosperous community by planning for appropriate business zones within the district.

Animal control

This activity area registers and keeps a record of all dogs (over 3 months of age) in the district, is responsible for administering and enforcing the Dog Control Act 1996 and the Council's Dog Control Bylaw and handles all stock related complaints. Microchipping clinics are also provided free of charge on a monthly basis for qualifying dogs.

Why is the Council involved?

To minimise any danger, distress or nuisance to the community generally from dogs and stock and to cater for the exercise and recreational needs of dogs and their owners.

Activity goal

To register all eligible dogs in the district and take prompt, effective action regarding nuisance complaints relating to dogs and stock.

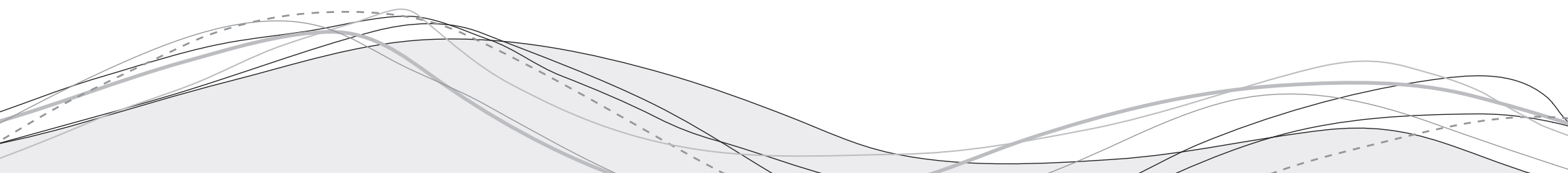
Council contribution to community outcomes

The activity contributes to the community outcome of:

A safe place to live, work and play by promoting responsible dog ownership.

Demand and asset management

With the district's population projected to grow from 37,000 in 2008 to 47,000 by 2019 there will be a continued demand for services. The demand will fluctuate depending on market forces and the objective will be to provide in-house resources to meet an assumed base load with peaks being handled with the assistance of external contractors. The Council will monitor indicators of future demand (such as subdivision consents), to assist in estimating projected work loads.

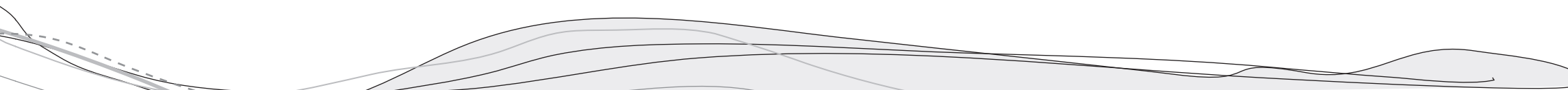


Negative effects of the activity

Apart from the time and cost to applicants and the community arising from planning, consultation and regulation there are no negative effects arising from environmental services activity.

Key assumptions

The key assumptions underpinning this plan are:

- population growth will result in an increase in activity;
 - an adequate supply of appropriately zoned and serviced land will be available to accommodate growth;
 - proposals are based on current legislative requirements with the plan not seeking to predict the direction and nature of future legislative change.
- 

Service Targets for Environmental Services

					Service Targets				
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19

Building control

That buildings within the Selwyn district are constructed in accordance with Legislative and community expectations by making timely and quality decisions on issues related to Building Consents and ensuing project construction.	Building consents are processed in accordance with statutory requirements.	Proportion of building consents issued within statutory timeframes.	69%	100%	100%	100%	100%
To interact with customers in a manner which results in a high level of customer satisfaction.		Proportion of Code Compliance Certificates issued within statutory timeframes.	79%	100%	100%	100%	100%
		Proportion of building consent applicants satisfied or very satisfied.	89%	90%	90%	90%	90%

Service Targets for Environmental Services (contd)

Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Service Targets				
					Current Performance	2009-10	2010-11	2011-12	2013-19

Plan administration

That activities within the Selwyn district are undertaken in line with community expectations as expressed through the district plan making timely and quality decisions on resource consents.	Resource consents are processed in accordance with statutory requirements.	Proportion of resource consents issued within statutory requirements.	63%	90%	90%	90%	90%
		Preparation of Environment Court appeals settled or found in the Council's favour.	Not measured	70%	70%	70%	70%
To interact with resource consent applicants in a manner which results in a high level of customer satisfaction.		Proportion of resource consent applications very satisfied or satisfied.	79%	85%	85%	85%	85%

Environmental health

All registered premises are operated in a manner that minimises any adverse effects on public health.	All registered premises are certified and inspected in accordance with statutory requirements.	Awaits outcomes from proposed Food Act.	Certification and inspection is undertaken annually.	Awaits outcomes from proposed Food Act.			
			All premises classified according to risk.	All premises classified according to risk.			

Service Targets for Environmental Services (contd)

					Service Targets				
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19

Sale of liquor

All licence applications are processed efficiently in accordance with legislative requirements.	Licences are processed by a contractor employed by the Council, efficiently in accordance with statutory requirements.	Proportion of special licences issued within ten working days.	99%	100%	100%	100%	100%
		Proportion of all other licences issued within 20 working days.	75%	80%	90%	100%	100%

Monitoring

That activities within the Selwyn district are undertaken in line with community expectations as expressed through the district plan and the resource consents that have been granted.	Conditions on resource consents are monitored within the timeframe stipulated in the resource consent 100% of the time.	Proportion of resource consents monitored with stipulated timeframe.	100%	100%	100%	100%	100%
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Service Targets for Environmental Services (contd)

					Service Targets				
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19

Policy and strategy

Planning and providing for the sustainable management, development and protection of natural and physical resources of the district as required by Section 5 of the Resource Management Act 1991 and to develop, amend and review the Selwyn District Plan to reflect the strategic direction and meet statutory requirements.	Carrying out an ongoing programme of improvements to enhance the district plan.		A programme of plan changes to enhance the district plan is prepared and approved by the Council each year.	A Council report with programme of plan changes is placed on the Council agenda twice a year.				
	Process private plan changes within statutory timeframes.		Proportion of private plan changes processed within statutory timeframes.	100%	100%	100%	100%	100%
Engaging with local communities, developers and other interested parties to develop a strategic direction.	Development of structure plans for Rolleston and Prebbleton.	Development of the District Wide Strategy (DWS).	Adoption of the strategies.	Strategies are being prepared.	Adoption of the Rolleston Structure Plan.	Adoption of the Prebbleton Structure Plan.		Adoption of the DWS
			Residents' survey level of satisfaction is increased.	Not yet measured.	Residents' satisfaction is measured.	Residents' satisfaction is maintained or increased		

Service Targets for Environmental Services (contd)

					Service Targets				
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19

Animal control

Registration of all known dogs.	Registration of all known dogs.			Registration of all known dogs by year end 30 June.	100%	100%	100%	100%	100%
All complaints in regard to dog control are investigated in a timely manner.	Urgent within 4 hours.			% of urgent callouts attended to within four hours.	100%	100%	100%	100%	100%
	Non-urgent within 72 hours.			% of non-urgent callouts attended to within 72 hours.	100%	100%	100%	100%	100%

Environmental services activity statement

Environmental services forecast operating statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Activity revenue										
User charges - animal control	273	282	295	303	316	330	343	361	380	400
User charges - building	2,576	2,836	2,980	3,128	3,274	3,430	3,592	3,788	3,992	4,208
User charges - environmental health	107	112	117	124	129	133	140	146	155	163
User charges - resource management	445	528	552	578	604	629	657	692	729	767
User charges - RMA monitoring	43	44	47	49	50	53	55	58	61	64
User charges - resource policy	74	76	78	80	82	84	86	89	91	94
Total activity revenue	3,519	3,878	4,068	4,261	4,455	4,659	4,873	5,133	5,409	5,695
Operating expenditure										
Animal control	346	358	371	381	393	403	413	437	453	464
Building	3,864	4,388	4,550	4,587	4,830	4,967	5,115	5,389	5,589	5,765
Environmental health	179	184	193	202	210	220	229	242	256	268
Resource management	1,033	1,141	1,100	1,132	1,169	1,202	1,236	1,276	1,325	1,364
RMA monitoring	157	164	169	175	180	185	191	197	205	247
Resource policy	1,929	2,004	1,992	2,047	2,101	2,154	2,207	2,266	2,340	2,401
Total operating expenditure	7,508	8,238	8,374	8,524	8,883	9,131	9,391	9,807	10,167	10,510
Surplus/(deficit)	(3,989)	(4,360)	(4,306)	(4,262)	(4,428)	(4,473)	(4,518)	(4,674)	(4,758)	(4,815)
Transfers (to)/from:										
General funds	-	-	-	-	-	-	-	-	-	-
Operating deficit balanced by:										
General rates	3,976	4,360	4,306	4,262	4,428	4,473	4,518	4,674	4,758	4,815
Not funding depreciation	-	-	-	-	-	-	-	-	-	-
Transfers from general funds	13	-	-	-	-	-	-	-	-	-
Total	3,989	4,360	4,306	4,262	4,428	4,473	4,518	4,674	4,758	4,815

TRANSPORTATION AND TOWNSHIPS

Overview

The Council provides a 2400km roading network that covers the length and breadth of the district. This local network, when combined with the State Highway network, provides a diverse range of roading linkages that enable Selwyn residents and visitors to work and play in the district.

Transport, in whatever form, plays an integral part of our lives and is the principal thread that binds our communities together. It also provides access to wider experiences and opportunities in the region and beyond. This benefits our social and cultural development, commerce and tourism.

While it may be thought that the Council's transport activities just involve roads, there are a significant number of supporting assets that all contribute to making a combined urban and rural transport system work. These include bridges, traffic signs and markings and those found mainly in townships such as footpaths, street lighting, cycleways, bus shelters, and kerb and channel to name a few. As the saying goes 'the parts make the whole'.

There are 29 individual townships or settlements in the district ranging from baches alongside Lake Ellesmere to the larger populated urban townships like Rolleston near Christchurch. Approximately 60% of the district's population lives within 25 kilometres of our boundary with Christchurch City. While this proximity creates excellent opportunities, it can also create issues in meeting the needs of residents having to regularly travel to and from Christchurch. Equally, new residents also have high expectations of the standard of their townships and services when viewed in comparison to our large and well-resourced metropolitan neighbour.

The extensive assets that comprise our township and rural road networks all have different and unique characteristics that have to be recognised and planned for in the Council's management of the overall transport activity. This has to be undertaken in an efficient and affordable manner in line with the community's expectations. The 2009 Land Transport Activity Management Plan produced by the Council explains how this is undertaken in greater detail.

In recent times there has been a move away from the idea that transportation is only about roads. Spurred on by global issues of climate warming, greenhouse gases and the cost of oil, there has been a marked national emphasis placed on working collectively to ensure a more sustainable transport system in the future.

This was first introduced through important government initiatives established in the New Zealand Transport Strategy, and the Land Transport Management Act 2003. Simply put the underlying principle established by these important documents is that resources have to be allocated in a way that contributes to

An integrated, safe, responsive, sustainable, and affordable land transport system.

This principle is now firmly instilled and drives decisions on a national, regional and local level on how roading and transport systems shall be maintained, operated and provided. This has led to an increasing emphasis being placed on improving opportunities to provide non-road based solutions such as walking, cycling and public transport.

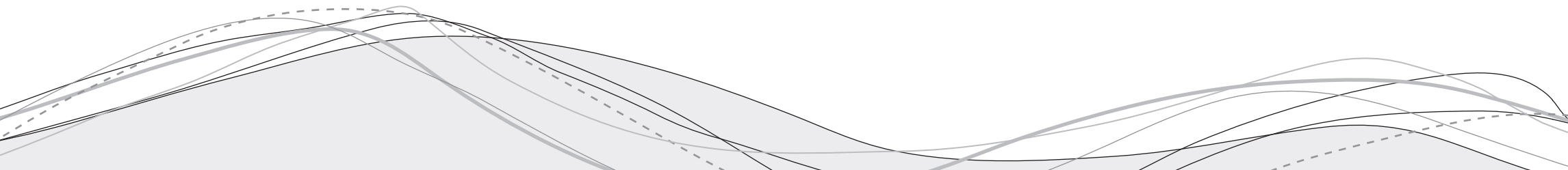
Sometimes however the emphasis needs to be changed to reflect more immediate national issues, for example, downturns in the economy. In cases like this, Central Government spending may be directed to assist economic development such as investments in critical roading infrastructure to stimulate growth and commerce.

In the past Selwyn has been a predominately rural district. Since the new millennium the district has experienced rapid urban growth in the townships within the Christchurch commuter belt, such as Prebbleton, Lincoln and Rolleston. Apart from creating a significant increase in traffic on existing roads that needs to be catered for, it has also increased the amount of new transport and township infrastructure coming into community ownership from the new urban subdivisions being constructed.

Most of this new infrastructure is provided at the cost of developers, however the Council and its ratepayers will have to maintain these new assets in perpetuity once they are handed over. Also some of the new infrastructure is of a higher standard than in the older parts of the district's townships and the Council has to consider to what extent and standard this will be replaced within the future and the provision of funding enabling this.

Some simple, but relevant, examples of the effect of this growth are that:

- traffic volumes on the district's roads to the south of Christchurch are expected to increase by over 50% in the next 10 years;
- since 1996 an average of 6km of new roads and footpaths has been added to the Council's asset base each year.



Growth over the next 30 years is expected to continue in this part of the district as signalled in the greater Christchurch Urban Development Strategy (UDS) with similar, if not greater, impact. This strategy recognises that there is a key link between land use and transport planning to achieve well designed townships with integrated transport networks. The transport vision set out in the Strategy is:

By 2041, the Greater Christchurch transport system provides travel options for bringing people and communities together to sustain healthy, vibrant lifestyles and economic well-being.

However, Selwyn will still remain a predominately rural area and needs a comprehensive and well maintained rural roading network. Increasing demands are being placed on the network from rural activities such as dairy farm conversions that increase the number of large dairy tankers plying our narrower rural roads. This, together with forestry activities in the hill and high country, can damage roads while also creating ongoing maintenance problems. Similarly, if the proposed Central Plains Water Scheme goes ahead it will increase the use of the rural network due to the lift in agricultural and horticultural production.

The Council faces an interesting set of future demands in needing to maintain its core rural network to cater for the primarily rural based economic activity in the district, while also needing to meet the traffic and infrastructure demands occurring from urban growth in townships close to Christchurch. Over the top of this is the need to consider alternative and other affordable transport solutions to reduce, or even delay, the need for expensive new roading projects.

While it maybe thought that these demands are somewhat independent, increasingly the view is taken that 'all roads lead to Christchurch' as the powerhouse of the regional economy. On that basis measures to cater for increases in traffic growth and the reduction of traffic congestion in the southern areas of Christchurch, will benefit all Selwyn residents. This is whether they need to travel to Christchurch for work or other pursuits, or for the timely transport of freight, produce and supplies essential to the commercial operation and well-being of our more outlying rural areas.

Why is the Council Involved?

The management of roading and transport is a 'significant activity' under the terms of the Local Government Act 2002. The Council has a statutory obligation to provide an effective and efficient

transport system including aligning it to the purpose and objectives of the Land Transport Management Act 2003. This in turn is reflected at a more local level to the Council's activity goals as discussed below. To achieve this it is required to take a leadership role on behalf of its community. By managing the activity both at a detailed and network level, the Council can effectively and efficiently deliver a local road and transport network as part of a wider integrated regional and national transport system.

Without an appropriate, well maintained and connected transport network the mobility of people, goods and services is put at risk which can adversely affect individuals, communities, and the district's prosperity. An example that shows the vulnerability of a community to a loss of transport connectivity is when floods or snow closes roads for significant periods. Rough roads for example can increase travel times and costs to operate vehicles and deliver freight. Safety is a fundamental objective, and while there is always some risk attached to using roads, this needs to be mitigated in a practical way through a combination of measures such as engineering improvements, education and enforcement. The Council has to be involved in all these transport related facets to provide a coordinated and measured response over the combined activity.

The Council does not work alone in meeting the district's transportation needs. It works with a wider regional group of other councils and the NZ Transport Agency to plan local and regional transportation networks. There are also other organisations and advocacy groups that have an interest in transport matters, for example, freight, walking and cycling, public health, disability and mobility and road safety. Their involvement adds value and a different perspective which improves transport planning and decision-making processes.

Activity goal

Selwyn District Council's goal for the transportation activity is:

To maintain, operate, and if necessary improve, the road network and other transport activities to achieve a range of facilities that provides for the safe and efficient movement of people and goods to a standard that is both acceptable and sustainable.

This goal reflects the goals and objectives of the New Zealand Transport Strategy and the Land Transport Management Act. The Council is also aware of its responsibilities under the Local Government Act to maintain and enhance community outcomes as they relate to the economic, environmental, social and cultural aspirations of the community.

Council contribution to community outcomes

The relationship of the transportation and township activity to the Council's community outcomes is outlined in the following table.

Community outcomes	The transportation activity contributes to the community outcome by:
Air, land, water and general environment to be kept in a health condition.	Providing an efficient and sustainable transportation system, including non-polluting transport option that contributes to the reductions of exhaust emissions and by installing and providing infrastructure in environmentally sensitive ways.
A safe place in which to live, work and play.	Designing, constructing, maintaining and upgrading roads, intersections and other transport facilities to industry standards and best practice where hazards have been identified and by providing warning, advisory and regulatory signs advising of hazards as well as educational initiatives to reduce the risk to people.
Effective and accessible transport system.	Designing, constructing, maintaining and upgrading the road and transport network to achieve a robust and flexible system for the movement of people and freight, including facilities for pedestrians, cyclists, public transport and other non-motor-vehicle-based road users.
A prosperous community.	Providing a transportation system that allows for the efficient movement of people, goods and services around the district.

Demand and asset management

The assets involved in the delivery of the transportation activity include roads, bridges, footpaths and signs. The Council's 2400km roading network is split nearly evenly between sealed and unsealed roads. The maintenance of these roads currently costs over \$4 million per year, while renewal work such as resealing and the replacement of infrastructure that has come to the end of its useful life is around \$5 million per year. This work is planned by the Council and carried out by its contractors. Over the last 10 years the Council has made a concerted effort to improve the level of service of its unsealed roading network while maintaining the condition of its sealed network. Based on national indicators, the Council's roading network is of a high standard and it believes that we have struck the right balance in terms of what is affordable and sustainable in relation to routine maintenance and renewal work. The challenge will be to maintain this level into the future against a background of continuing growth, and the demand for improved and new transport infrastructure, especially in the area of the district to the south of Christchurch.

A large factor that will determine how well we do over the next 10 years will be the impact of the price of oil. While there is a clear and direct relationship with the cost of oil and fuel prices at the pump, bitumen and other products that are derived from oil are used extensively in the roading industry can also be directly affected. A significant increase in the price of oil can make maintaining our roads more expensive and reduce the amount we can achieve within the budgets we have forecast. This can then affect condition and performance while creating possible backlogs of work.

In 2007 the Council completed a 6 year comprehensive study of the roading network to the south of Christchurch called the Christchurch, Rolleston and Environs Transportation Study (CRETS). The Council together with the other study partners such as the New Zealand Transport Agency, Christchurch City Council, Environment Canterbury and the Christchurch International Airport formulated a strategy of roading, walking, cycling and public transport projects to cater for the increases in traffic growth to 2021 and beyond. The total cost of the strategy is estimated at \$250 million of which the Council's share is currently estimated at \$21 million.

One of the main issues for Selwyn in this area is the impact on its narrower rural roads and intersections that were not designed for the predicted levels of traffic identified by CRETS. Over

the next 10 years the Council is proposing a significant upgrade program to widen and improve key transport routes between its high growth townships such as Rolleston, Lincoln and Prebbleton. This is not only for the purposes of providing sufficient capacity to reduce congestion, but also to improve safety and reduce maintenance problems. In addition there is also the need to tie into transport initiatives undertaken by others such as the Southern Motorway extension and the development of southern Christchurch such as Halswell and Wigram. The estimated cost of this type of CRETS upgrade work planned by Selwyn to meet these needs is expected to be \$13 million over the ten year forecast period, spread over a variety of projects.

However CRETS recognised that meeting future demand is not only about providing roads, but also other options such as walking cycling and public transport. Also planned are complementary networks of walking and cycling routes and public transport services. The Council's recently adopted Walking and Cycling Strategy includes off road cycling routes derived from CRETS that link local townships together such as Rolleston and Lincoln, and from Rolleston to Hornby. This expands on the backbone provided by the existing 'RailTrail', a walking and cycling facility that links Hornby to Lincoln, through Prebbleton. The cost of implementing the 10 year Walking and Cycling Strategy is estimated to cost \$4.6 million.

In conjunction with walking and cycling the Council will also be involved in demand management schemes and programmes with Christchurch City Council and Environment Canterbury to try and change people's behaviour to utilise transport options such as public transport. In the next 10 year period the Council is looking to establish 'Park N Ride' facilities costing \$1.5 million each at Rolleston and Lincoln to allow people to park and/or access express bus services to and from Christchurch when these become available. The timing and nature of such facilities will be somewhat dependent on how Selwyn will fit into the wider public transport response being developed by Environment Canterbury.

CRETS, Walking and Cycling Strategy, travel demand, and other important district transport projects are included in regional transport planning programmes. The Council expects these to be subsidised using Central Government national and regional transport funds over the next decade. Recent increases in fuel taxes may increase the amount of funding that is made available to the Canterbury region to implement its planned transport projects. The utilisation of these funds will depend on Central Government's transportation priorities at any given time and the state of the economy. Consequently this funding could reduce the amount needed to be directly provided by the Council and its ratepayers. The Council will also have to consider the role that developer

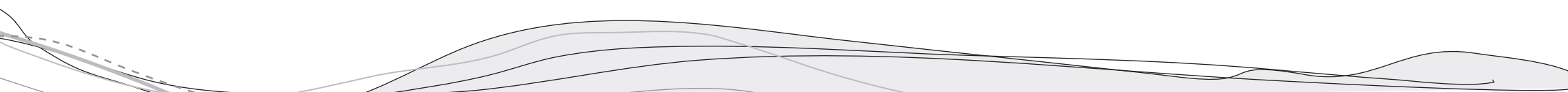
contributions need to play to meet any funding demands or shortfalls to ensure an equitable approach is adopted in regards to 'user pays' and growth.

One of the more contentious issues relating to public transport is associated with using rail services for passenger transport. Studies into the long term public transport needs for Greater Christchurch area have shown that there is not the population base to make such enterprises economically viable in the foreseeable future. However, in any transport planning the allowance for this or any other future transport option should not be discounted. At this stage the Council supports the expansion of bus based passenger public transport services while utilising rail for freight. On this aspect the Council is actively involved in facilitating rail freight services to be introduced into its Izone Southern Business Hub.

Another key area of demand management is adopting land use patterns and planning rules that avoid growth occurring in a way that means that access to key transport corridors and services like public transport is not achievable from the outset. Sporadic and isolated growth has a high initial demand for infrastructure which can not be sustainable over the long term. Consolidation around existing townships where transport options can be provided and integrated more seamlessly into the transport network will be sought through district planning initiatives.

Other areas that the Council wishes to make some headway on are the improvement of township related facilities such as footpaths, cycleways and street lights. Footpath maintenance expenditure is set to increase to address a backlog in resurfacing and reconstruction work in some of the older parts of our townships, while a \$500,000 programme to replace inefficient, obsolete and potentially environmentally hazardous 'mercury vapour' street lights is planned.

The Council is aware of the potential inequity of the standard between the newer subdivisions provided by developers and the original parts of our townships. The Council will look carefully when considering renewal works to address this but this has to be achieved in a manner that is both affordable and acceptable to the local community. For example, the undergrounding of existing overhead services such as power and telecommunications services can be very expensive.



Negative effects of the activity

Carrying out transport activities of a large scale has the potential to be damaging. The Council recognises these possible negative effects and takes these measures to address them.

Well-being	Possible negative effect	The Council's response is to:
Social	Poorly designed, operated or located transport infrastructure may cause noise, dust, visual or other impacts which have adverse effects on quality of life and the environment.	Design and locate new infrastructure and use buffer zones and plantings in a way that reduces the effects of potentially disruptive assets such as new roads near residential areas.
	Transport routes can separate communities.	Integrate walking and cycling links with vehicle and public transport routes to connect communities with each other and with other amenities and shopping precincts. By walking and cycling, residents can interact with their neighbourhood and environment resulting in a sense of safety and belonging while being engaged in a health activity.
	The use of roads can be hazardous.	Link up amenities such as schools, community centres, reserves and libraries with safe and efficient transport routes.
Economic	Rates have to be levied to cover the cost of providing services that contribute to the Council's goals and its Statutory obligations, while remaining sustainable and affordable.	Identify hazards and risks and attempt to reduce these through a combined effort of engineering improvements, education, behaviour change and enforcement. Ensure speed limits are appropriate and carry out repairs and renewals in a timely manner.
	Failure to levy rates at the appropriate time may result in an excessive burden for future generations.	Responsibility provides efficient and effective levels of service that the community can afford. Provide a range of transport services so people and businesses can make informed travel choices on what is appropriate and affordable for them.
	Failure to make adequate service provision, together with unreliable services, may limit growth and impact on economic prosperity.	Consider 'whole of life' costs and apportion capital costs equitably over time. Ensure that charges are realistic and do not result in accumulated costs later. Plan ahead for economic growth and population expansion. Carry out renewals and new works in a timely manner.
		Work with other Local and Regional Authorities to coordinate major transport planning and funding initiatives as a joint enterprise. This is likely to be more successful than if the Council acted in isolation.

Well-being	Possible negative effect	The Council's response is to:
	Expanding transport routes can increase vehicle movements and subsequently the use of fossil fuels.	Put in place 'an integrated, safe, responsive, sustainable and affordable land transport system'. Utilising integrated transport packages, the Council can encourage other choices through public transport planning and walking and cycling routes to reduce the dependence on motor vehicles and fossil fuels. The Council supports the 'Park and Ride' concept in future town planning.
Environmental	Transport routes can impact on rural amenity and landscape values.	Consider all aspects of community well-being, not just economic outcomes. Work with the topography of the land to integrate transport corridors with the landscape. Use design techniques which minimise adverse environmental effects.
	Transport routes add hard surfacing to formerly permeable land, exacerbating stormwater run-off, glare and noise. Run-off can cause pollution if it flows directly into streams.	Integrate soft stormwater treatment features into roading design e.g. the use of grassed and planted swales and retention basins to capture run-off, treat it and release it slowly into streams and water courses.
	Vehicles produce exhaust emissions that are potentially harmful while growth will introduce more vehicles onto the road.	Provide other transport choices such as walking and cycling and public transport in an attempt to at least halt or preferably reduce the amount of emissions by a reduction in motor vehicle usage. To be effective, this also has to be combined with wider efforts and incentives such as achieving a more modern and efficient national vehicle fleet.
	Street lighting in new urban subdivisions can add to light pollution that impacts on people's enjoyment of the environment. This has to be balanced against personal safety and property protection.	Follow specific standards for any new street light installations to reduce light spill and glare while still remaining effective. Some smaller more rural townships may elect to have a reduced level of lighting to meet their concerns.
Cultural	Road maintenance, improvement works and new transport routes have the potential to damage heritage sites, mature vegetation and remnants of the district's culture and history.	Assess the impact on cultural well-being as a normal part of the decision-making process. Consult with local communities of interest to identify sites that are of importance to them and design routes accordingly. Consult with Tangata Whenua and the Historic Places Trust.

Key assumptions

It is expected that the Council's subsidy rates for transport activities funded by Central Government for eligible works will remain the same. Currently the Council's subsidy rates are 48% for maintenance and renewal works and 58% for new capital improvement works such as CRETS projects. Any shortfall in transport funding may have to utilise sources such as additional funding from increased national fuel taxes or development contributions.

The future costs of the various components of the transport activity have been calculated using the Council's adopted cost escalation predictions (including current assumptions on oil costs). This includes those associated with maintenance contracts, however a number of major maintenance contracts are due for re-tendering in 2010 which may have an effect beyond that currently predicted.

In relation to growth it is assumed that this will occur in line with the Council and the Greater Christchurch Urban Development Strategy growth predictions. From a roading perspective it is sometimes difficult to pin point the isolated effects of growth and additional traffic demand on a wider network basis. CRETS however has identified a strategy to address the demand in transport in the part of the district that will experience the most growth - and is likely to be the most affected.

It has also been assumed that the ongoing funding of routine maintenance and renewal work will reflect current levels of service based on current predictions on the condition and performance of the network over time. Apart from routine maintenance, a very important element of work is the regular resealing of the Council's sealed roads. On average, a sealed road in the district needs to be resealed every 16 years and it is predicted we will need to reseal an estimated 75 - 80km a year to maintain our current standards. The extent of new roading and township infrastructure vested in the Council from private development will be similar to the last 10 year average, rather than the very high rates that have occurred in the last five years.

Major projects

The major projects are:

2009-2012	The upgrade of Lincoln/Rolleston Road, Selwyn Road to Shands Road create an improved arterial link between Rolleston and southern Christchurch.	\$4.0 million
2010-2016	Rolleston local network upgrades to cater for growth expected both in residential and industrial areas.	\$2.4 million
2015-2018	The upgrade of Ellesmere Road to create an arterial link between Lincoln that connects to Halswell and Wigram in coordination with Christchurch City Council's new southwest urban development area.	\$3.0 million
2014 and 2018 respectively	Park n Ride public transport facilities at Rolleston and Lincoln.	\$1.5 million each
2012-2019	A programme to progressively seal widen narrow key roads such as Hoskyns Road, Jones Road, Weedons/Weedons Ross Roads, Hororata Dunsandel Road, and Leaches Road.	\$7 million
2009-2019	A 10 year programme to implement the Walking and Cycling Strategy Action Plan including cycleways between Coalgate and Glentunnel, Rolleston and Templeton, Lincoln and Rolleston, Lincoln and Springston and individual cycle and footpath township projects. Also included (but not directly funded by the Council) is the facilitation of the extension of Christchurch to Little River RailTrail.	\$4.6 million

Service targets for transportation and townships

					Service Targets				
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19
Provide a well maintained, operated and affordable land transport system.	Undertake maintenance and renewal programmes to ensure the safe and efficient ongoing operation of the roading network and related transport facilities to the satisfaction of ratepayers, road users and the NZ Transport Agency.	Annual pavement reseal target will be reviewed and may be revised, based on the sealed road network condition and deterioration information at that time.	The number of public service requests received per year. Targets increase by less than the expected growth in new ratepayers who may lodge a service request.	Road maintenance, works and operations.	1,511	<1,520	<1,550	<1,580	<1,700
				Road safety.	128	<130	<140	<150	<200
				Walking, cycling and public transport.	98	<100	<110	<120	<150
				Street lighting	113	<115	<120	<125	<150
				Urban roads.	74	≥75	≥75	≥75	≥75
				Rural roads	61	≥60	≥65	≥70	≥75
				Footpaths	59	≥60	≥65	≥70	≥75
				Cycleways	54	≥60	≥65	≥70	≥75
				The performance rating (out of 100) in the residents' survey).					

Service targets for transportation and townships (contd)

					Service Targets					
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance		2009-10	2010-11	2011-12	2013-19
				Road roughness (NAASRA counts/km which is an industry based standard) is measured by the biennial road roughness survey which calculates an average count over the respective sealed and unsealed networks.	Sealed roads	55	≤60	Not measured this year	≤60	≤60
				Unsealed roads	88	≤100	≤100		≤100	
				A NAASRA count over 110 for a sealed road is starting to be considered as rough and may generate complaints. An appropriate limit for unsealed roads is very subjective, but in comparison counts over 150 could be considered a concern.						
				The length in kilometres of annual pavement resealing achieved.		77	75	75	75	80

Service targets for transportation and townships (contd)

					Service Targets				
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19
Cater for any significant projected traffic increases in a sustainable manner.	Identify and complete upgrade projects on an annual basis.	Assess, plan and implement new roading projects to upgrade the network in conjunction with non-road based solutions to manage demand in an integrated and sustainable manner.		The length in kilometres of the upgrade of major road routes as identified by CRETS and other upgrade schedules.	Not measured	>3km	4km	>5km	Average >10km over 7 year period.
				The percentage of individual large capital projects generally completed in the year that they were programmed to occur.	63%	>80%	>85%	>90%	>90%
				The number of off-road cycleway projects implemented as identified by the Walking and Cycling Strategy Action Plan.	Not measured. Action plan projects set to commence in 2009.	1	1	1	Average 1 per year.
				Adoption and implementation of the Greater Christchurch Travel Demand Management Strategy.	Not measured. Strategy due for adoption in 2009.	Adoption	Implementation	Implementation	Two Park n Ride facilities provided ¹ .

¹ Subject to further investigations in conjunction with Environment Canterbury as part of the wider public transport response in the Greater Christchurch Area.

Service targets for transportation and townships (contd)

					Service Targets				
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19
Pedestrians, cyclists and motor vehicle users can safely move around the Selwyn district.	Fully utilise available funding opportunities to carry out safety improvement works in conjunction with community-based road safety, education and enforcement programmes.			Number of serious casualties annually. Multiple casualty crashes can rapidly exceed the limits sought.		28	≤18	≤17	≤15
				The performance rating (out of 100) in the Biennial Residents' Survey.	Promotion of road safety	70	≥70	≥70	≥75
					Making district roads safer roads	65	≥65	≥70	≥75
				Utilisation of New Zealand Transport Agency Funding for minor (safety) improvements.		75%	>85%	>90%	>95%
Contribute to an integrated and responsive local and regional transportation system.	Transport projects planned and implemented based on local priorities.			Allocate the appropriate staff and resources to represent the interests of the Council and the community in greater Christchurch and regional transportation planning, funding and implementation initiatives.	Attendance at relevant Regional Transport Committee (RTC) and Regional Transport Officers Group (TOG) meetings and forums.	Not measured	>80%	>90%	>90%

Transportation and townships activity statement

(a) Transportation and townships forecast operating statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Activity revenue										
NZTA subsidy	6,955	6,609	7,185	7,398	7,518	7,693	8,388	7,815	7,989	8,415
Developer contributions	1,723	407	426	440	450	460	469	528	540	554
Vested assets	1,142	2,355	3,671	3,770	3,857	3,950	4,037	4,130	4,229	4,326
Other income	208	215	221	227	232	238	243	248	254	260
Total activity revenue	10,028	9,586	11,503	11,835	12,057	12,341	13,137	12,721	13,012	13,555
Operating expenditure										
Subsidised roading	5,722	5,828	6,058	6,219	6,404	6,654	6,769	6,994	7,206	7,386
Depreciation, interest and other	8,181	8,747	10,328	10,849	11,413	12,710	13,231	13,679	14,778	14,988
Townships	1,421	1,316	1,403	1,454	1,502	1,590	1,647	1,702	1,805	1,872
Total operating expenditure	15,324	15,890	17,789	18,521	19,318	20,954	21,647	22,375	23,789	24,245
Surplus/(deficit)	(5,296)	(6,305)	(6,286)	(6,687)	(7,261)	(8,613)	(8,510)	(9,654)	(10,776)	(10,690)
Transfers (to)/from:										
Special funds	(1,723)	(407)	(426)	(440)	(450)	(460)	(469)	(528)	(540)	(554)
General funds	(5,738)	(6,619)	(8,725)	(8,321)	(8,487)	(8,647)	(9,364)	(8,869)	(9,056)	(9,522)
Operating deficit balanced by:										
General rates	4,959	5,483	6,322	6,133	6,660	7,191	7,559	8,008	8,298	8,458
Not funding depreciation	7,621	7,848	9,115	9,315	9,538	10,529	10,784	11,043	12,074	12,308
Transfers from special funds	-	-	-	-	-	-	-	-	-	-
Transfers from general funds	177	-	-	-	-	-	-	-	-	-
Total	5,296	6,305	6,286	6,687	7,261	8,613	8,510	9,654	10,776	10,690

(b) Transportation and townships forecast capital and reserves funding statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2007	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure										
Subsidised roading	8,298	7,869	8,707	9,053	9,173	9,283	10,502	9,300	9,480	10,075
Non-subsidised roading	7,747	4,627	6,023	7,508	7,697	7,973	8,464	8,447	8,255	8,634
Townships	1,023	642	467	597	578	642	663	669	755	696
Total capital expenditure	17,068	13,138	15,197	17,158	17,448	17,898	19,629	18,416	18,490	19,405
External loan repayments	-	-	-	-	-	-	-	-	111	1,060
Total funding required	17,068	13,138	15,197	17,158	17,448	17,898	19,629	18,416	18,601	20,465
Funded by:										
General rates	880	1,187	1,327	2,974	3,315	4,319	5,710	6,811	8,238	9,684
External loans raised	4,912	4,209	4,158	4,785	4,522	3,817	3,390	1,529	-	-
Transfers from special funds	2,534	972	838	927	974	965	1,016	1,056	1,158	1,109
Transfers from general funds	8,742	6,769	8,875	8,471	8,637	8,797	9,514	9,019	9,206	9,672
Total funding sources	17,068	13,138	15,197	17,158	17,448	17,898	19,629	18,416	18,601	20,465
Capital expenditure by type:										
Renewals and replacements	4,086	4,127	4,204	4,292	4,355	4,873	4,939	4,939	4,939	4,939
New works due to improved service levels	-	-	-	-	-	-	-	-	-	-
New works from increased demand	12,982	9,011	10,993	12,866	13,093	13,025	14,690	13,477	13,551	14,466
Total capital expenditure	17,068	13,138	15,197	17,158	17,448	17,898	19,629	18,416	18,490	19,405

WASTE MANAGEMENT

Overview

The Council provides a variety of services related to the management of waste in the more populous parts of the district, covering 11,269 households in June 2008. Essentially, waste is sorted, collected, recycled and processed and what remains is disposed of as residual waste. Residents pay for the service through a mix of targeted rates.

The main aim, now spelled out in the Waste Minimisation Act 2008, is to reduce the amount of residual waste that has to be disposed of. In Selwyn's case, this is to the Kate Valley Landfill. The Act also requires local authorities to reduce waste at source, but this is more difficult, as it relates to the way products are manufactured, marketed and sold:- all areas over which the Council has limited influence.

The Council also has a Zero Waste Policy to be achieved by 2015, re-viewable in 2010, which is aligned with the Waste Minimisation Act.

To reduce residual waste, the Council is first of all focusing on organic waste, which presently makes up 40% of the material going to the landfill. Currently, the collection of organics is voluntary and available to residents in five townships. Over the next couple of years we are planning to review whether this service should be extended to all townships and whether it should be made compulsory. An earlier survey revealed that this service is not required in the rural areas, probably because organic material can be composted and re-used there more easily than on small township sections, close to other residents.

This move to separate out organics will require changes to the facilities at the Council owned Resource Recovery Park (RRP) in Rolleston. In 2009/10, another HotRot unit will be added to the RRP to extend the composting capacity provided there now. If this initiative is successful and more organics go to the RRP, for example as a result of incentives, education and increased population, another module will be added in 2013/14 and then 2016/17. The product of the current HotRot module is being stockpiled at the RRP and is not a saleable compost. It is intended to carry out the necessary tests on the compost and to screen it so that it meets market standards. This saleable item will then help finance the expanded organics operation.

The amount of waste going to the Landfill in 2008/09 is expected to be in the order of 11,489 tonnes and this may increase to 11,515 tonnes in 2009/10. Another reason to address this level of waste is the cost involved in its disposal. This presently comes to \$155 (including GST) per tonne when adding the RRP costs, transport to Kate Valley and gate charges, once there. The Waste

Minimisation Act will also require a \$10 levy to be added from 1 July 2009, bringing the total disposal cost per tonne to \$165. The Council has no control over transport and disposal costs, which vary according to outside influences, for example the cost of fuel, and are expected to keep rising.

The Council encourages the recycling of waste from the kerbside collection by providing recycling bins at an annual charge of \$60, thereby reducing the amount of unsorted waste put out in bags or wheelie bins. Over the next couple of years we will decide whether we should change from the 60 litre crate collected weekly at the kerbside to a 240 litre wheelie bin, collected fortnightly.

To encourage more recycling at the Resource Recovery Park (where there are already facilities to dispose of plastic, glass, metal cans and cardboard) we are considering providing a facility for residents to be able to drop off larger saleable items. There is a demand for this service but it would require staff to supervise the operation and to find markets for these items, as well as storage and resale facilities.

Why is the Council involved?

The management of solid waste is a 'significant activity' under the terms of the Local Government Act 2002. The Council has a statutory obligation to promote effective and efficient waste management and to achieve this it takes a leadership role in managing waste activities. By managing the activity, the Council is in the best position to serve the needs of the community, provide a sustainable service and keep costs down.

It is important to manage solid waste well, given the health implications which could arise if the service was unsatisfactory and waste was not promptly collected, handled and disposed of. Damage to the environment and community could easily occur if waste accumulated and was left to rot and become a source of disease. There is also a danger that pollution of groundwater could occur, with the potential to affect drinking water supplies, where wells are shallow. The activity must be managed in a sustainable manner for to-day's communities and for future generations.

The Council therefore takes responsibility for fulfilling legal and statutory obligations, waste minimisation, policy, strategic direction, educational programmes and for providing clean fill sites and the RRP (waste transfer facilities, recycling and also composting of green waste). It manages all aspects of the activity including the managing of private providers/contractors, who carry out the following, under contract to the Council.

Waste collection services. Kerbside waste collections in urban, rural-residential and some rural areas. Residual waste (rubbish) and recycling waste are currently collected with a garden and food waste collection available in the five major townships, on a voluntary basis.

Residual waste disposal facilities. Residual waste (rubbish) is dumped at the Kate Valley regional landfill, which has resource consent for approximately 30 more years.

The Council could be challenged by private providers of these services but customer feedback reveals a very high level of satisfaction with the current services and associated costs. Ratepayers do have the choice of using private providers but the number doing so is relatively small because the Council provides a reliable and cost effective service.

Activity goal

Selwyn District Council's goal for the solid waste management activity is:

To promote effective and efficient waste management within the district, whilst having regard to the environmental costs and benefits to the district and ensuring that the management of waste does not cause a nuisance or be injurious to health.

Council contribution community outcomes

How the waste management activity contributes to achieving the community outcomes is set out below:

Community outcome	The waste management activity contributes to the community outcome by:
Air, land, water and general environment to be kept in a health condition.	Providing a service to collect and dispose of solid waste, in those areas of the district currently serviced by the Council, in a manner that minimises any potential harm to people and to the environment.

Demand and asset management

The Council's main asset for managing solid waste is the RRP in Rolleston. This is the only refuse handling facility in the district and is located on 16ha of land, with consents for current activities. The facility consists of the pit building (pit, walls and bays) together with two weigh-bridges, a kiosk, waste compactor, in-vessel compost plant with two feeders and other various plant. The RRP is essential to enable the Council to re-use and recycle waste and to reduce the amount of residual waste going to the Kate Valley landfill. The Council's former tips were closed to the public once the RRP was built in 2006 and these sites are now only used for the disposal of clean fill, again reducing the amount of residual waste.

Population growth is the main change agent affecting the service, particularly since the greatest population growth is occurring in the towns where this service is provided. Growth in the number of households is carefully monitored and once demand increases to a certain level it triggers a capital outlay. For example the need to compost organics will at some stage outstrip the HotRot module's capacity and then a new module will be constructed, in time to match the increased demand. This is expected to be in 2009/10 at the cost of \$370,000. The possible provision for recycling larger saleable items has arisen from customer expectations and from the move towards achieving the Council's zero waste policy and minimising residual waste. This will trigger the provision of facilities at the RRP.

Levels of service are mainly being driven by the over-riding need to reduce residual waste quantities. Changing residents' behaviour and attitudes to waste generation can be achieved by changing levels of service and their associated charges, thereby encouraging certain beneficial behaviours and discouraging unhelpful ones. By manipulating the size of bins available, the frequency of collection and the charges levied, the Council seeks to edge behaviours towards waste minimisation goals. A certain amount of trial and error will be called for.

The day to day maintenance of assets is carried out under contract and is managed by the Council's Solid Waste Manager, who is in frequent contact with the contractors and who receives regular monitoring reports. Regular maintenance inspections are carried out and any necessary work organised by the Solid Waste Manager.

The Solid Waste Activity Management Plan addresses the maintenance costs and asset life associated with the RRP, which is only two and a half years old.

Negative effects of the activity

In spite of constant vigilance, there are risks from providing a solid waste service. The Council has assessed the risk as set out below, together with our response.

Well-being	Possible negative effect	The Council's response is to:
Social	The needs of the individual may, sometimes, have to take a secondary position to the needs of the community.	Provide incentives through lower charges to off-set the inconvenience of changing behaviours to meet waste management and minimisation goals and to keep the community healthy.
Economic	Charges have to be levied to cover the cost of providing a service that meets the Council's goals and its Statutory obligations while remaining sustainable.	Justify the costs by providing an efficient service and meeting customer concerns promptly. Provide a range of services so people can make a cost-effective choice which suits their household needs.
Environmental	The kerbside collection relies on bags and bins being left out in the street for some hours awaiting collection, thereby reducing amenity in the street, temporarily.	Provide high quality bins and crates. Collection takes place at a regular time.
	There is the potential for nuisance from dust and odours at the Resource Recovery Park.	Provide well sealed bins and practice good housekeeping at the Resource Recovery Park. Adhere to Resource Consent conditions.
Cultural	The pollution of groundwater is a serious cultural issue, particularly for Maori.	Dispose of cleanfill, only at the Council's landfill sites and monitor carefully. Dispose of residual waste at Kate Valley where stringent Resource Consent conditions are met.

Key assumptions

The demand for the solid waste service will increase with growth in the district's townships and the amount of residual waste will also rise. Charges will rise in line with rising costs and an increased demand for the service, in order to continue to cover those costs. Where there is a change of behaviour required, financial incentives and disincentives will be used to influence behaviour.

Where the Waste Minimisation Act 2008 sets a levy of \$10 plus GST per tonne for the disposal of residual waste at the landfill from 1 July 2009, overseas experience shows that these levies usually increase steadily, over time. This will require the Council to review its charges on a regular basis to cover those costs.

There may be a need to increase staff levels both at the RRP and at the Council to cope with the increasing workload, but the cost of this has not yet been factored in.

Service targets for waste management

					Service Targets				
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19
The Council provides a quality service for the community where charges cover costs.	The quality of solid waste facilities and operations meets the expected levels of use/ demand.	The quality of solid waste service standards meets residents' service expectations.		The performance rating (out of 100) for solid waste in the residents' survey:					
				Rubbish collection	84	84	84	85	≥85
				Recycling	82	82	85	85	≥85
				Organic waste collection	57	60	70	75	≥80
The Council protects the environment from illegal dumping.	District residents have access to the Resource Recovery Park (RRP) during reasonable hours.	District residents have access to the RRP during reasonable hours to match new services.		The proportion of households using RRP	19%	20%	22%	25%	25%

Service targets for waste management (contd)

					Service Targets				
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19
The solid waste service is effective and efficient.	Solid waste operations are carried out in a respectful, timely and efficient manner.			Number of written complaints received per annum related to solid waste service.	<25	<25	<20	<20	<12
The health of the environment and community are protected.	The standard of service is sufficient to meet health and safety expectations and retain serviceability.			% compliance with contract specifications.	85%	85%	87%	90%	≥90%
The Council's service is sustainable.	Sufficient choice is available to meet the residents' needs while achieving strategic outcomes.	Sufficient choice is available to meet the residents' needs while achieving strategic outcomes and waste minimisation.		Numbers of customers changing to private providers.	Not measured	<5%	<5%	<5%	≤2%
Waste minimisation is achieved by reducing the amount of residual waste.	320kg per head of population is residual waste to Kate Valley landfill.	Number of kg per head of waste to the landfill decreases and compares favourably with Ashburton District Council (ADC) and Waimakariri District Council (WDC).		The annual reduction in the amount of residual waste per head of population.	(2006/07) ADC 280kg WDC 410kg SDC 320kg	<5%	<5%	<10%	<10%

Waste management activity statement

(a) Waste management forecast operating statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Activity revenue										
Targeted rates	2,839	2,983	3,178	3,300	3,429	3,572	3,748	3,859	4,109	4,283
Other revenue	1,052	1,128	1,174	1,219	1,264	1,309	1,358	1,410	1,459	1,508
Total activity revenue	3,891	4,111	4,352	4,519	4,693	4,881	5,106	5,269	5,568	5,791
Operating expenditure										
Refuse collection	1,522	1,617	1,708	1,793	1,882	1,969	2,060	2,160	2,282	2,403
Refuse disposal	2,789	2,491	2,616	2,728	2,884	2,947	3,006	3,126	3,177	3,273
Total operating expenditure	4,311	4,108	4,325	4,521	4,766	4,917	5,067	5,287	5,458	5,676
Surplus/(deficit)	(420)	3	27	(2)	(73)	(36)	40	(17)	110	114
Transfers (to)/from:										
Operating account	-	-	-	-	-	-	-	-	(10)	(14)
General funds	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Operating deficit balanced by:										
Transfers from operating account	520	97	73	102	173	136	60	117	-	-
Not funding depreciation	-	-	-	-	-	-	-	-	-	-
Transfers from general funds	-	-	-	-	-	-	-	-	-	-
Total	420	(3)	(27)	2	73	36	(40)	17	(110)	(114)

(b) Waste management forecast capital and reserves funding statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure										
Refuse collection	-	-	-	-	-	-	-	-	-	-
Refuse disposal	603	13	6	8	513	44	24	475	-	9
Total capital expenditure	603	13	6	8	513	44	24	475	-	9
External loan repayments	-	-	-	-	-	-	-	-	-	-
Total funding required	603	13	6	8	513	44	24	475	-	9
Funded by:										
General rates	-	-	-	-	-	-	-	-	-	-
External loans raised	-	-	-	-	-	-	-	-	-	-
Transfers from special funds	-	-	-	-	-	-	-	-	-	-
Transfers from general funds	603	13	6	8	513	44	24	475	-	9
Total funding sources	603	13	6	8	513	44	24	475	-	9
Capital expenditure by type:										
Renewals and replacements	603	13	6	8	513	44	24	475	-	9
New works due to improved service levels	-	-	-	-	-	-	-	-	-	-
New works due to increased demand	-	-	-	-	-	-	-	-	-	-
Total capital expenditure	603	13	6	8	513	44	24	475	-	9

5 WATERS SERVICES

Overview

The '5 Waters' services encompass:

5 Waters service	Purpose
Community water supplies	Public health
Community wastewater schemes	Public health
Waterraces – rural/urban	Stockwater, amenity and habitat
Stormwater – urban	Urban flood relief
Land drainage – rural/urban	Making land farmable, habitable.

The availability of water and the safe disposal of waste water are fundamental to the health and welfare of the Selwyn community. The 5 waters services provide safe clean water for households, remove sewage and flood water in a way that protects the health of the population and natural environment, provides water for livestock and drains certain land so that it is usable. These services are provided through 82 separately rated water based schemes within the district. The 5 Waters assets are valued at \$177 million, with water valued at \$49 million and sewerage at \$56 million.

Drinking water is provided by the Council to over 70% of the population of the district, around 26,600 people. By comparison, wastewater services are provided to approximately 16,000 people. The largest consented treatment and disposal area is the 'Pines', currently servicing Rolleston and part of West Melton.

It has always been clear that the water services are interlinked, if not directly, then via natural pathways. This reflects the unique geographical 'mountains to sea' layout of Selwyn - there is a strong connection between these services and it is essential that they are looked after appropriately. The Council's approach is to manage the 5 Waters services in a coordinated way.

There are several key drivers which will affect it in the short term (up to 10 years) and the longer term (10 - 60 years) on the Council-managed schemes. The Council recognises the need to consider long term strategic planning to cater for significant population growth predicted for the district; climate change/variation which could escalate the demand for water; legislation which is becoming increasingly demanding on those seeking to access water or to discharge onto land or into water; and sustainability which requires the careful management of resources for to-day and for the future.

The biggest challenge facing the Council in the 5 Waters service area is the future provision of waste water services in the eastern part of the district. This area has experienced rapid population growth in recent years and we expect this to continue. The present waste water system does not have the capacity to meet the expected future demand and the Council has been reviewing how it can best meet the needs of its growing population. Having considered the options available, including an ocean outfall, it is planning to expand land based disposal next to the existing 'Pines' treatment plant. The plan is to future proof the service by making provision for capacity equivalent to a population of 80,000. The estimated cost of the project is \$84 million and it will be funded by development contributions charged to future developers. The operating costs of the scheme will be met by all households connected to the scheme, including current ratepayers.

Another key issue facing the Council is whether or not to install reticulated sewerage in Darfield and Kirwee. These townships currently discharge their household wastewater to ground via individual household systems. As a precaution, the Council monitors for any adverse environmental and health effect, but to date has not identified any issues. As a result, any decision on installing reticulated treatment and disposal systems in these communities will be delayed until other drivers raise the matter further. The cost of continued monitoring will be funded from a new targeted rate. This new targeted rate will be offset by a matching reduction in the water supply quality upgrade rate.

The 5 Waters services are paid for by targeted rates so that users pay for the costs of their local scheme. The cost of providing these services has been increasing in recent years and we expect costs to rise even more steeply in the next few years. These cost increases are due to the combined impact of rising prices, the need to pay for the renewal of infrastructure so that it continues to operate efficiently and the rising expectations of both the community and the Government over the way these services are provided and managed. Facing up to the cost of 5 Waters services is an important issue for the Council and the community as we confront the need to:

- deliver the levels of service the community wants;
- at a price and consistency that can be afforded; while
- leaving the same/better choices for future generations with bearable costs; and
- provide funding for replacement of water assets when they fail.

We have based our forecasts of future costs on consultation with the community on the levels of service they expect in the future. We have also taken into account the need to provide funds to pay for expected renewal over the coming years. As schemes age and renewals become more frequent and more expensive it is no longer realistic to pay for renewal work as it falls due. The Council's approach is to allow for the average costs of renewals over the next 20 years in the rates forecasts.

Historically all of the 5 Waters services have been provided on a self funding basis through targeted rates. The Council is now considering two exceptions to this approach.

First, stormwater services have become more significant in the last few years due to changes in planning rules that require better protection than has been common in the past. These services protect urban areas from flood risk but the nature of the assets that have been constructed means that they often form part of reserve areas that everyone in the district can enjoy. As such, part or all of the costs of the service could be treated in the same way as township reserves and funded from general rates. The alternative proposed is to fund the costs of this service from targeted rates. The cost of this service is around \$400,000 each year and equates to about \$50 per household in the serviced areas. Council staff will spend the coming year planning the work required and the Council proposes to introduce a new targeted rate from 1 July 2010.

Second, the townships of Lincoln, Prebbleton, Rolleston, Springston and West Melton will all be served by the proposed Eastern Selwyn wastewater service based at an expanded Rolleston ('the Pines') treatment site. While they all have different constraints e.g. distance, elevation etc, over the long term they all rely on each other to exist and the Council is considering a single annual targeted rate for the combined scheme, with costs shared equally across all households connected to the scheme.

Why is the Council involved?

The Council is in the best position to consider the needs of the communities it serves and to translate them into levels of service which have funding options accompanying them, for public scrutiny and comment. The Local Government Act 2002 sets out clearly how the Council must consult with the residents over significant decisions and this ensures community has a major decision-making role. The 5 Waters assets are listed as 'Strategic' in the current Selwyn Community

Plan for the very reason that failure of these services has a devastating and far-reaching effect on the district. The Council is well positioned to take a major leadership role in planning and managing the assets and networks that deliver these essential services.

By managing all of the 5 Waters activities, the Council can plan ahead in a co-ordinated way and take advantage of the opportunities to introduce new initiatives e.g. the potential in the future to use treated wastewater to irrigate reserves, if this is feasible and acceptable to the public. When prioritising across the 5 Waters, opportunities to combine projects will become apparent.

There is also the need to comply with a raft of legislative and statutory processes, which the Council recognises in its strategic plan, policies, education programmes and commitment to sustainable practices. The Council's seven principles of sustainability can be applied across all the activities and this coordinated application brings better results than a fragmented approach, which could occur if the activities were separated, especially if managed by more than one provider.

The security of the district's water supply is paramount as our communities require reliable, clean, safe water to serve their day-to-day needs. These water-related activities also protect and sustain the health of the environment, particularly the sensitive Te Waihora (Lake Ellesmere) catchment, by responsibly dealing with waste water and the draining and disposing of excess stormwater run-off.

The sewerage asset is expected to increase rapidly with the Eastern Selwyn sewer scheme being constructed. Stormwater assets have been, and will continue to be, rapidly developed to meet the increased standards reflected in the Regional Council's Natural Resources Regional Plan rules.

Activity goal

Selwyn District Council's goals for the 5 Waters are to:

- provide the community with water services to a standard that protects its health and property;
- provide water services in a cost effective manner;
- address problems with water services in a timely manner and priorities them according to risk and need;
- provide service capacity to accommodate growing communities, where this growth is sustainable.

The 5 Waters services are mutually interdependent and the Council will provide the extent and quality of service demanded by the community and legislation, now and in the future, in an integrated way. This involves prudently managing the acquisition, maintenance, operation, renewal and disposal of water assets in ways that optimise the value of services delivered to the community. In doing so, the Council assesses the risk of failing to deliver appropriate levels of service for its 5 Waters activities and provides appropriate means for managing and mitigating those risks. Adequate funding is a prerequisite to achieving these objectives. As the 5 Waters activities are interdependent, common levels of service have been developed.

To ensure that the goals above are achieved, the Council will identify and consult with the communities of interest in the district and will engage the seven sustainability principles (including the four aspects of community well-being; social, economic, environmental and cultural) to guide assessment of options and agree on priorities with the community. It is recognised that the aspirations of different communities may be unique to them and that what is important to one community may not be a priority for another.

Where possible, technical performance measures have been selected to allow for future benchmarking against other service providers. The performance measures are mutually independent of each other – this was an important consideration when prioritising improvements and work programmes. A selection of performance measures is provided and the total list can be obtained from the Council. A robust system for measuring, recording and reporting performance is required and is subject to continuous improvement. Regular performance reviews of targeted improvement areas will be required and annual performance reporting is intended. Future plans will report on the current level of performance that has been achieved and this will contribute to the identification of further improvement actions.

Council contribution to community outcomes

How the 5 Waters activities contribute to achieving the community outcomes is set out below:

Community outcome	5 Waters activity contributes to the community outcome by:
Air, land, water and general environment to be kept in a health condition.	Managing the 5 Waters activities in a way that minimises their potential adverse impact on the environment.
A living environment where the rural theme of Selwyn is maintained.	Providing water races and land drainage systems that are part of the rural landscape and contribute to the rural theme of Selwyn. 5 Waters services (community and private) are vital for the well-being of rural communities.
Selwyn people have access to appropriate health, social and community services.	Providing water, wastewater and drainage services necessary to support community and public health services. There is potential to provide for recreational opportunities in conjunction with stormwater management strategies.
A safe place in which to live, work and play.	Providing safe drinking water and effective wastewater removal and disposal as well as removal of stormwater and excess groundwater (via land drainage).
A prosperous community.	Providing businesses with water, wastewater and drainage services, sometimes to a higher standard or with a higher level of reliability than regular domestic services. Effective water races and land drainage systems are essential for productive use of land.
A community which values its culture and heritage.	Providing water, wastewater and drainage services for cultural activities. All 5 Waters activities can impact on the cultural and heritage values and need to be managed to minimise adverse effects.

Demand and asset management

The 5 Waters physical assets consist of:

- below ground services including pipes, wells and wastewater treatment equipment;
- above ground facilities including pumps, reservoirs, intakes, open channels and land disposal areas.

The 5 Waters assets have a replacement value of \$177 million. Of this water and sewerage assets are valued at \$49 million and \$56 million respectively. These activities are all managed under Council's utilities contract, which is due for review in 2009. The utilities contract will require review to ensure that it meets the expected levels of service.

Asset Management practices have been measured against appropriate international practice guidelines. The Council is aiming to bring the 5 Waters assets to a medium to high level of asset management within the period of this Selwyn Community Plan.

Where relevant, we have assessed the impact of changing demand for the 5 Waters services. This is more relevant in water, wastewater and stormwater activities, and less relevant in the water race and land drainage activities. The latter two activities reflect little, if any, change in demand.

Based on current community growth trends, demand for water, wastewater and stormwater services will exceed consented allowances in some schemes. This analysis is based on the Council's population information, a detailed review of historical records and forward predictions of use, and after factoring in potential climate changes and energy costs as well as engineering staff / contractor knowledge.

Achieving reasonable usage, particularly in the areas of water (human drinking water and stockwater) together with wastewater treatment and disposal is a key factor in this plan. In particular, the need to ensure that water is wisely used sits above all other issues in the operations and maintenance sphere. The strong relationships between water use and wastewater disposal, water race and land drainage systems have been provided for in integrated projects.

Through the greater Christchurch Urban Development Strategy (UDS) process, it was identified that our main townships of Lincoln, Prebbleton and Rolleston will experience considerable growth.

The UDS townships, in particular, are subject to detailed demand planning and will require either new consents/wells or where allowance has already been made, additional new infrastructure to deliver/dispose of the water stream. The section on significant projects identifies the expected level of works to be undertaken. Over time however, existing parts of townships are expected to upgrade their stormwater services in line with regulations.

Projects which assist in passive (e.g. education), and active (e.g. fair rating) demand management are identified. The outcome sought is to meet environmentally driven consent constraints while providing an appropriate service. Funding for growth driven services is obtained as part of development. Where capital works are required to improve the level of service e.g. water quality, then this may be taken from all scheme users, as they all benefit.

The levels of service have been confirmed in consultation with the communities across the district. Their core expectations are that they receive a cost effective service which protects their health and property. This has not changed to any meaningful extent from the 2006-2016 Selwyn Community Plan. As identified, funding for achieving this level of service will be via targeted rate, the exception being the stormwater service.

Negative effects of the activity

Carrying out activities associated with water and land has the potential to be damaging. The Council recognises these possible negative effects and takes these measures to address them.

Well-being	Possible negative effect	The Council's response is to:
Social	Drinking water or poor sanitation may cause serious illness.	Regularly monitor and measure water and groundwater EColii to ensure that safe levels are achieved.
	Floodwaters may also carry contaminants hazardous to health.	Remove and dispose of wastewater effectively and safely without overflows causing flooding or contamination. Manage stormwater to minimise flooding.
	Poorly designed, operated or located infrastructure may cause noise, odour, visual or other impacts which have adverse effects on quality of life.	Design and locate new infrastructure and use buffer zones and planting in a way that reduces the effects of potentially disruptive assets such as new roads near residential areas.
Economic	Charges have to be levied to cover the cost of providing services that meet the Council's goals and its Statutory obligations while remaining sustainable.	Responsibly provide efficient and effective levels of service that the community can afford. Provide a range of services with associated costs so people can make informed choices.
	Failure to levy charges at the appropriate time may result in an excessive burden for future generations.	Consider 'whole of life' costs and apportion capital costs equitably over time. Ensure that charges are realistic and do not result in accumulated costs later.
	Ineffective land drainage may damage crops or result in loss or productivity.	Manage stormwater to minimise flooding.
	Failure to make adequate service provision together with unreliable services may limit growth and impact on economic prosperity.	Plan ahead for economic growth and population expansion. Carry out renewals and new works in a timely manner and fund capital works from developers through development contributions.

Well-being	Possible negative effect	The Council's response is to:
Environmental	The activity has the potential to lower air quality, water quality and quantity and the health of soil and biodiversity.	Avoid, remedy and mitigate adverse effects and strictly adhere to Resource Consent conditions by monitoring before and after works and installations. Take corrective action if problems arise.
	The activity is very high in its use of energy (approximately half the Council's usage).	Choose assets and networks which are energy efficient and explore alternative sources of energy. The Council uses turbines and solar panels for energy and runs generators powered by diesel instead of electricity.
		Encourage open stormwater systems with accompanying riparian vegetation and tree planting (as opposed to pipes) to reduce the carbon footprint and to treat stormwater before it enters streams and waterways.
		Keep up to date with the latest technology and ideas.
Cultural	Waterraces take water from rivers and there is considerable loss to ground from the races.	Waterraces are closed when they are no longer needed for farming purposes or for amenity. It is recognised that the water which seeps into the ground is not 'lost' but replenishes groundwater. Shallow wells can benefit from this top-up.
	The activity's services have the potential to cause damage to heritage sites, artefacts, other structures, landscape features and waterways.	Assess the impact on cultural well-being as a normal part of the decision-making process. site and locate structures and services sensitively in the landscape and manage them responsibly.
	The pollution of groundwater and surface water is a serious cultural issue, particularly for Maori.	Consult with Tangata Whenua and with the Historic Places Trust early on to avoid disturbances and destruction of important items and features.

Key assumptions

Significant assumptions and uncertainties	Comment	Possible impact if assumption not attained
Information	The information provided has been developed from a sound base, the asset register, being of medium quality and renewal projections based on age for facilities and all pipes and specific condition and performance.	There may be financial implications if information proves to be inaccurate.
Environmental monitoring and compliance costs	It has been assumed that the impact of changes in environmental monitoring and compliance costs will not be significant.	Minimal impact on budget.
Population growth	Population growth is based on current trends in natural increase and mitigation but may vary due to changes to district plan, review of sewerage discharge agreements with Christchurch City Council, Urban Development Strategy (UDS), effects of Plan Changes and instigation of large scale irrigation schemes within the district.	Timing of capital expenditure requirements will change.
Cost of growth	The impact of growth has been fully allowed for in expenditure projections. It is assumed that there will be no significant variation from the allowance that has been made.	A large variation in the rate of growth (decline or increase) and the resulting expansion of the water supply system could have an impact on budgets.
Sustainable management	Demand assumptions are based on historical usage.	Higher base cost per unit of water if demand measures reduce consumption.
Operations and maintenance expenditure	The level of operations and maintenance expenditure is based on existing operating procedures, historic costs and population projections. The effects that may occur due to the proposed Natural Resources Regional Plan as well as changing values of managed waterways, have not been fully allowed for.	Maintenance costs represent a significant proportion of stormwater and selected water supply budgets. Variations in the level of maintenance could have an impact on budgets.

Significant assumptions and uncertainties	Comment	Possible impact if assumption not attained
New works/capital expenditure	It has been assumed that the extent of new works/capital expenditure required will reflect needs identified in the capacity models and as considered necessary for UDS, compliance with future Resource consent conditions.	The water capacity model incorporates a range of assumptions. Changes in these assumptions could have an impact on budgets.
Renewals	The renewal programme is based on a small targeted condition sample. Further condition inspections may reveal problems that impact on the required level of renewal funding.	Changes in estimated asset lives could lead to changes in the annual renewal budget.
Future Resource Consent conditions for Ellesmere stockwater limit ongoing operation	It has been assumed that any new Resource consent will allow sufficient water for the ongoing operation of the scheme.	Possible closure and replacement where necessary with piped scheme in areas where consumers require community scheme.
Future Resource Consent conditions for UDS sewerage	It has been assumed that any new Resource Consent for the Pines will allow sufficient wastewater to be treated/disposed for the predicted UDS population.	UDS growth commitments will not be met.

Major projects

The projects identified in this 2009-19 plan all assist in meeting the communities' desired level of service. They are predominantly to serve growth, but in the case of water demand management, seek to improve the service level. The major projects are:

- Eastern Selwyn sewer scheme - estimated \$84 million over thirteen years from 2009/10 to allow for growth in the townships of Lincoln, Rolleston, Prebbleton and West Melton.
- Malvern and Ellesmere Stockwater races - estimated \$1.5 million to 2011/12 in capital works.
- Water Demand - various projects which combined assist in identifying and reducing mainline water losses and unreasonable household usage to reasonable levels over time.
- New (planned) wells for Rolleston and Lincoln - estimated at \$1.3 million to meet growth.
- Lincoln stormwater (new development areas) - \$20 million including land purchase and construction of new systems.

Service Targets for 5 Waters

					Service Targets				
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19
The community is provided with water services to a standard that protects their health and property.	Safe Drinking Water								
	Water is safe to drink.	Bacterial compliance – source and treatment for 90% of schemes meet national standards.	Bacterial compliance – source and treatment for all schemes meet national standards.	Compliance with national standards for bacterial (E.coli) criteria for water leaving treatment plans as reported by the Ministry of Health, for each registered drinking water supply.	60%	65%	80%	90%	100%
		Bacterial compliance – distribution zone for 90% of schemes meets national standards.	Bacterial compliance – distribution zone for all schemes meets national standards.	Compliance with national standards for bacterial (E.coli) criteria for water in the distribution systems as reported by the Ministry of Health for each registered drinking water supply.	60%	65%	80%	90%	95%
	Fire Fighting (Urban Fire Districts)								
	There is adequate fire fighting supply in the approved areas.	Hydrant coverage (85%).	Hydrant coverage (90%).	The proportion of a fire district area within 135m of one fire hydrant and 270m of two fire hydrants.	80%	80%	80%	85%	90%

Service targets for 5 waters (contd)

					Service Targets				
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19
	Extended Water Supply Interruption (Urban)								
	Problems are resolved promptly.	Reduced number of unplanned water supply interruptions longer than 24 hours.		The proportion of properties affected by unplanned water supply interruptions of more than 24 hours per 1,000 properties.	Not measured	50%	45%	35%	20%
	Extended Water Supply Interruption (Rural Residential)								
	Problems are resolved promptly.	Reduced number of unplanned water supply interruptions longer than 24 hours.		The proportion of properties affected by unplanned water supply interruptions of more than 24 hours.	Not measured	50%	45%	35%	20%
	Wastewater Overflows								
	The Council manages wastewater schemes wisely.	Total sewer overflow events limited to 3 per year.	Total sewer overflow events limited to 2 per year.	The total number of sewer and sewer pump station overflows events (wet and dry weather).	3	3	3	3	2
	Water Quantity (Urban)								
	There is enough water to meet customer needs.	Reduced occurrence of enforced water restrictions.	Enforced water restriction maintained at the same level.	Number of days on which water restrictions are applied and enforced (excludes voluntary compliance).	Not measured	28	27	25	25

Service targets for 5 waters (contd)

					Service Targets				
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19
		Average water consumed per residential property per day reduced towards reasonable needs.	Average water consumed per residential property per day meets reasonable needs.	Average volume of water consumed per residential property per day in the 'total water serviced area'.	1,200	1,100	1,000	900	900
Water services are provided in a cost effective manner.	Operating Costs								
	The Council manages water supply services wisely.	Total average operating cost per property held at reasonable level.		Total operating cost per serviced property.	Not measured	\$325	\$310	\$310	\$300
Problems with water services are addressed in a timely manner and prioritised according to risk and need.	Service Disruption Response								
	Provide a well managed water race system with a high level of responsiveness to the customer.	Average interruption duration per incident for water races is measured and reduced.		The average duration for which a serviced property in the 'total water race services area' is without supply due to unplanned interruptions hours.	Not measured	12h	10h	10h	8h

Service targets for 5 waters (contd)

					Service Targets				
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19
Service capacity is provided to accommodate growing communities, where this growth is sustainable.	Serviced Area								
	Water – 70% of residential properties serviced within the district.	Increased proportion of serviced properties to meet demand.		The proportion of residential properties serviced within the district expressed as percentage of total residential properties.	70%	70%	72%	75%	80%
	Wastewater– 44% of residential properties serviced within the district.	Increased proportion of serviced properties to meet demand.		The proportion of residential properties serviced within the district expressed as percentage of total residential properties.	44%	50%	55%	55%	55%
	Stormwater – proportion of residential properties serviced within the district not measured.	Increased proportion of serviced properties to meet demand.	Proportion of serviced properties maintained.	Urban areas serviced by a stormwater system expressed as percentage of total urban area.	Not measured	55%	55%	60%	60%

5 Waters activity statement - sewerage, land drainage and stormwater

(a) Sewerage, land drainage and stormwater forecast operating statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Activity revenue										
Targeted rates	2,369	3,111	3,402	3,768	4,095	4,445	4,806	5,068	5,360	5,641
User charges	82	71	70	66	68	69	69	70	73	73
Lump sum contributions	-	-	-	-	-	-	-	-	-	-
Development contributions	1,536	628	3,768	4,178	4,275	4,369	4,467	4,572	5,228	5,376
Vested assets	1,705	3,579	5,497	5,648	5,813	5,999	6,188	6,387	6,592	6,806
Other revenue	175	180	185	190	195	201	207	213	219	225
Total activity revenue	5,867	7,569	12,922	13,850	14,446	15,083	15,737	16,310	17,472	18,121
Operating expenditure										
Sewerage	4,177	7,576	7,004	6,924	6,792	7,098	7,048	7,041	7,291	6,975
Land drainage	311	262	286	326	371	346	328	308	354	311
Stormwater	520	1,206	1,855	1,997	2,001	2,166	1,970	1,991	2,257	2,137
Total operating expenditure	5,008	9,043	9,146	9,247	9,165	9,610	9,346	9,340	9,903	9,423
Surplus/(deficit)	859	(1,474)	3,776	4,603	5,281	5,473	6,391	6,970	7,569	8,698
Transfers (to)/from:										
Operating account	-	-	(105)	(461)	(632)	(776)	(1,458)	(1,630)	(1,632)	(2,061)
Special funds	(1,361)	947	(898)	(1,413)	(1,895)	(2,199)	(2,402)	(2,787)	(3,828)	(4,536)
General funds	(1,988)	(3,862)	(5,780)	(5,931)	(6,096)	(6,282)	(6,471)	(6,670)	(6,875)	(7,089)
Operating deficit balanced by:										
General rates	-	-	-	-	-	-	-	-	-	-
Not funding depreciation	1,664	2,101	3,007	3,202	3,342	3,784	3,940	4,117	4,766	4,988
Transfers from operating account	826	2,288	-	-	-	-	-	-	-	-
Total	(859)	1,474	(3,776)	(4,603)	(5,281)	(5,473)	(6,391)	(6,970)	(7,569)	(8,698)

(b) Sewerage, land drainage and stormwater forecast capital and reserves funding statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure										
Sewerage	4,351	22,674	5,480	4,471	3,138	3,588	4,857	4,733	3,683	3,735
Land drainage	118	26	37	17	18	31	32	33	47	48
Stormwater	4,908	7,607	6,295	2,958	3,044	3,141	3,240	3,475	11,713	3,563
Total capital expenditure	9,377	30,307	11,812	7,446	6,200	6,760	8,129	8,241	15,443	7,346
External loan repayments	-	-	-	5,000	6,000	-	3,000	5,000	6,000	10,000
Total funding required	9,377	30,307	11,812	12,446	12,200	6,760	11,129	13,241	21,443	17,346
Funded by:										
External loans raised	5,000	35,000	2,000	-	-	-	-	-	-	-
Transfers from operating accounts	396	396	396	396	396	396	396	396	396	396
Transfers from / (to) special funds	2,276	(8,668)	3,919	6,402	5,991	365	4,545	6,458	14,455	10,144
Transfers from general funds	1,705	3,579	5,497	5,648	5,813	5,999	6,188	6,387	6,592	6,806
Total funding sources	9,377	30,307	11,812	12,446	12,200	6,760	11,129	13,241	21,443	17,346
Capital expenditure by type										
Renewals and replacements	377	176	166	455	199	542	128	251	411	359
New works due to improved service levels	263	230	904	91	111	157	96	100	103	105
New works from increased demand	8,737	29,901	10,742	6,900	5,890	6,061	7,905	7,890	14,929	6,882
Total capital expenditure	9,377	30,307	11,812	7,446	6,200	6,760	8,129	8,241	15,443	7,346

5 Waters activity statement - water supplies and water races

(a) Water supplies and water races forecast operating statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Activity revenue										
Targeted rates	3,895	4,210	4,698	5,048	5,305	5,784	6,014	6,119	6,227	6,320
User charges	526	548	596	603	614	656	673	691	714	734
Lump sum contributions	252	23	418	-	-	-	-	-	-	-
Development contributions	85	87	712	855	874	893	913	934	1,048	1,074
Vested assets	462	970	1,491	1,531	1,576	1,626	1,678	1,732	1,787	1,845
Other revenue	139	144	148	152	157	162	167	172	178	184
Total activity revenue	5,359	5,982	8,063	8,189	8,526	9,121	9,445	9,648	9,954	10,157
Operating expenditure										
Urban water supplies	4,952	5,049	5,751	5,777	5,906	6,538	6,387	6,587	7,105	7,167
Rural water supplies	651	578	612	733	601	635	621	656	668	677
Water races	1,925	1,725	1,716	1,748	1,778	1,877	1,901	1,960	2,019	2,046
Total operating expenditure	7,528	7,351	8,080	8,258	8,285	9,049	8,910	9,203	9,791	9,890
Surplus/(deficit)	(2,169)	(1,369)	(17)	(69)	241	72	536	445	163	267
Transfers (to)/from:										
Operating account	-	-	(405)	(825)	(1,187)	(1,304)	(1,759)	(1,654)	(1,586)	(1,663)
Special funds	(127)	310	(605)	(225)	(244)	(263)	(283)	(304)	(418)	(444)
General funds	(526)	(1,034)	(1,555)	(1,595)	(1,640)	(1,690)	(1,742)	(1,796)	(1,851)	(1,909)
Operating deficit balanced by:										
General rates	-	-	-	-	-	-	-	-	-	-
Not funding depreciation	1,878	2,061	2,582	2,714	2,830	3,185	3,248	3,309	3,692	3,749
Transfers from operating account	944	32	-	-	-	-	-	-	-	-
Total	2,169	1,369	17	69	(241)	(72)	(536)	(445)	(163)	(267)

(b) Water supplies and water races forecast capital and reserves funding statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure										
Urban water supplies	7,174	1,699	5,015	3,989	4,039	2,536	2,178	2,356	2,055	3,329
Rural water supplies	1,112	1,612	735	244	302	14	33	32	113	37
Water races	1,658	295	-	18	-	-	-	-	-	-
Total capital expenditure	9,944	3,606	5,750	4,251	4,341	2,550	2,211	2,388	2,168	3,366
External loan repayments	-	-	-	-	-	-	-	-	-	-
Total funding required	9,944	3,606	5,750	4,251	4,341	2,550	2,211	2,388	2,168	3,366
Funded by:										
External loans raised	6,000	-	3,000	-	-	-	-	-	-	-
Transfers from operating accounts	1,145	974	974	974	974	974	974	974	974	974
Transfers from / (to) special funds	2,337	1,662	285	1,746	1,791	(50)	(441)	(318)	(593)	547
Transfers from general funds	462	970	1,491	1,531	1,576	1,626	1,678	1,732	1,787	1,845
Total funding sources	9,944	3,606	5,750	4,251	4,341	2,550	2,211	2,388	2,168	3,366
Capital expenditure by type										
Renewals and replacements	1,062	221	270	308	317	534	440	526	364	1,098
New works due to improved service levels	2,572	2,291	3,866	2,412	2,448	37	93	130	17	23
New works from increased demand	6,310	1,094	1,614	1,531	1,576	1,979	1,678	1,732	1,787	2,245
Total capital expenditure	9,944	3,606	5,750	4,251	4,341	2,550	2,211	2,388	2,168	3,366

IZONE SOUTHERN BUSINESS HUB

Overview

Izone Southern Business Hub is a 200 hectare industrial park being developed by the Council at Rolleston.

The development which commenced in 2001, initially comprised 130 hectares but since that time, a further 70 hectares has been purchased to accommodate growth and demand for industrial land within Selwyn.

The park, which is located next to State Highway 1 and the Main South and Main West railways lines, has been very popular with parties interested in purchasing land.

Why is the Council involved?

In the late 1990s the Council's strategic planning identified:

- A desire for more Selwyn residents to be able to work in the district.
- There was a lack of industrial land in the district. The Council found there was no private sector interest in developing more industrial land. The Council identified the opportunity to address the lack of industrial land by purchasing the land known as Izone.

Activity goal

Izone is designed to provide employment within the Selwyn district. A secondary goal is to provide a financial return to the Council.

Council contribution to community outcomes

The Izone Southern Business Hub contributes to the community outcome *a prosperous economy* by encouraging potential employers to locate their operations within the district.

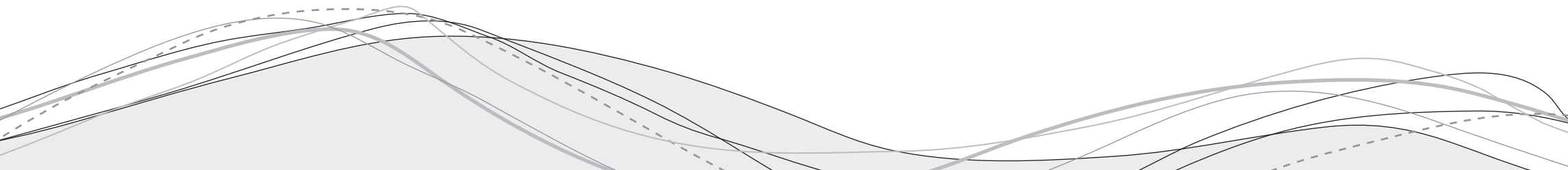
Negative effects of the activity

There are no significant negative effects.

Key assumptions

The key assumptions underpinning this plan are:

- ten hectares of land will be sold on an annual basis;
- Izone to be fully developed and land sold by 30 June 2020.



Service Targets for Izone Southern Business Hub

					Service Targets				
Objective	Current Service	Planned Service 2009-12	Indicative Service 2013-19	Performance Measure	Current Performance	2009-10	2010-11	2011-12	2013-19
To provide employment opportunities by selling 10 hectares of land on an annual basis.	To actively manage and market the Izone Southern Business Hub.			Sale of 10 hectares per year.	11.9 hectares	15 hectares	20 hectares	10 hectares	10 hectares
				Dividends distributed to the Council of \$1,500,000 per year.	\$500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000

Izone Southern Business Hub activity statement

(a) Izone Southern Business Hub forecast operating statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Activity revenue										
Property gain on sales	8,717	12,198	7,230	6,917	6,842	6,661	6,545	6,479	6,416	3,471
Total activity revenue	8,717	12,198	7,230	6,917	6,842	6,661	6,545	6,479	6,416	3,471
Operating expenditure										
Izone Selwyn industrial park development	2,328	2,906	2,795	3,312	2,916	2,640	2,266	2,217	2,287	2,224
Total operating expenditure	2,328	2,906	2,795	3,312	2,916	2,640	2,266	2,217	2,287	2,224
Surplus/(deficit)	6,389	9,292	4,434	3,605	3,926	4,021	4,280	4,262	4,129	1,247
Transfers (to)/from:										
General rate reserve	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Special funds	(4,889)	(7,792)	(2,934)	(2,105)	(2,426)	(2,521)	(2,780)	(2,762)	(2,629)	-
Operating deficit balanced by:										
Not funding depreciation	-	-	-	-	-	-	-	-	-	-
Transfers from general funds	-	-	-	-	-	-	-	-	-	-
Transfers from special funds	-	-	-	-	-	-	-	-	-	253
Total	(6,389)	(9,292)	(4,434)	(3,605)	(3,926)	(4,021)	(4,280)	(4,262)	(4,129)	(1,247)

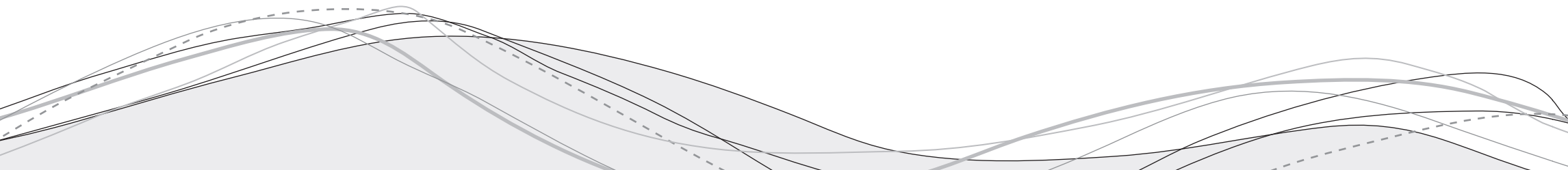
(b) Izone Southern Business Hub forecast capital and reserves funding statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure										
Izone Selwyn industrial park development	19,813	5,727	-	-	3,321	3,414	3,511	3,606	-	-
Total capital expenditure	19,813	5,727	-	-	3,321	3,414	3,511	3,606	-	-
External loan repayments	-	-	-	-	-	9,000	3,000	-	-	-
Total funding required	19,813	5,727	-	-	3,321	12,414	6,511	3,606	-	-
Funded by:										
External loans raised	30,188	-	-	-	-	-	-	-	-	-
Transfers from general funds	-	-	-	-	-	-	-	-	-	-
Transfers (to)/from special funds	(10,375)	5,727	-	-	3,321	12,414	6,511	3,606	-	-
Total funding sources	19,813	5,727	-	-	3,321	12,414	6,511	3,606	-	-
Capital expenditure by type:										
Renewals and replacements	-	-	-	-	-	-	-	-	-	-
New works due to improved service levels	-	-	-	-	-	-	-	-	-	-
New works due to increased demand	19,813	5,727	-	-	3,321	3,414	3,511	3,606	-	-
Total capital expenditure	19,813	5,727	-	-	3,321	3,414	3,511	3,606	-	-

INTERNAL COUNCIL SERVICES

Support services

Internal support and administration functions exist to assist the Council's significant activities in the delivery of outputs and services with the exception of taxation expense. The cost of all support services (overheads) is allocated to each of the Council's significant activities on a cost basis.



Internal support services statement

(a) Support services forecast operating statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Activity revenue										
Corporate income										
- Dividends	4,268	4,372	4,490	5,595	5,720	5,837	5,962	6,096	6,238	6,384
- Interest	522	314	315	359	445	438	344	340	315	251
- Commercial property leases	834	1,684	2,056	2,057	2,152	2,213	2,214	2,311	2,379	2,380
Sundry revenue	1,835	976	1,010	1,000	1,052	1,085	1,163	1,154	1,119	1,081
Total activity revenue	7,459	7,346	7,872	9,010	9,370	9,573	9,683	9,901	10,052	10,096
Operating expenditure										
Chief executive's department	749	769	790	811	830	851	873	895	925	952
Policy and communications unit	262	289	287	316	301	332	323	357	342	378
Administration	675	699	720	739	757	774	793	813	835	856
Corporate	790	1,431	1,536	1,440	1,444	1,554	1,451	1,455	1,574	1,464
Finance	875	920	934	1,016	1,138	1,128	1,221	1,276	1,245	1,358
Information systems	1,766	1,839	1,916	1,989	2,064	2,130	2,198	2,272	2,363	2,446
Vehicles/infrastructure rates and insurance	227	235	242	247	253	258	264	270	276	283
Asset management	2,768	2,840	2,917	2,995	3,067	3,144	3,225	3,308	3,416	3,515
Total operating expenditure	8,114	9,022	9,342	9,552	9,854	10,171	10,347	10,645	10,976	11,252
less allocation to activity statements	(7,356)	(7,738)	(8,101)	(8,236)	(8,547)	(8,753)	(8,957)	(9,261)	(9,602)	(9,787)
Surplus/(deficit)	6,702	6,062	6,631	7,694	8,063	8,155	8,293	8,516	8,677	8,631
Internal interest	27	515	514	470	384	391	485	489	514	578
Surplus/(deficit) after internal interest	6,729	6,577	7,145	8,164	8,447	8,546	8,778	9,005	9,191	9,209
Transfers (to)/from:										
General rate reserve	(6,141)	(6,373)	(6,642)	(7,186)	(7,338)	(7,420)	(7,590)	(7,748)	(7,988)	(8,064)
General funds	(1,088)	(704)	(1,003)	(978)	(1,109)	(1,126)	(1,188)	(1,257)	(1,203)	(1,145)
Operating deficit balanced by:										
Transfers from general funds	500	500	500	-	-	-	-	-	-	-
Total	(6,729)	(6,577)	(7,145)	(8,164)	(8,447)	(8,546)	(8,778)	(9,005)	(9,191)	(9,209)

(b) Support services forecast capital and reserves funding statement for the year ending 30 June

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Capital expenditure										
Vehicles	231	238	245	251	256	262	267	273	280	287
Information services	251	238	249	431	271	283	294	307	321	336
Administration	26	27	28	28	29	30	30	31	32	33
Total funding required	507	503	522	710	557	574	592	612	633	655
Funded by:										
General rates	-	-	-	-	-	-	-	-	-	-
Transfers from general funds	507	503	522	710	557	574	592	612	633	655
Total funding sources	507	503	522	710	557	574	592	612	633	655
Capital expenditure by type:										
Renewals and replacements	507	503	522	710	557	574	592	612	633	655
New works due to improved service levels	-	-	-	-	-	-	-	-	-	-
New works due to increased demand	-	-	-	-	-	-	-	-	-	-
Total capital expenditure	507	503	522	710	557	574	592	612	633	655