

## Cost of activity statements

### How much our infrastructure management will cost us in 2017/18

#### Water Management

|   | Annual plan<br>2016/17<br>\$000 | Long term<br>plan 2017/18<br>\$000 | Annual plan<br>2017/18<br>\$000 |
|---|---------------------------------|------------------------------------|---------------------------------|
| <b>Expenditure</b>                      |                                 |                                    |                                 |
| Other operating expenditure             | 3,922                           | 4,091                              | 3,888                           |
| Depreciation and amortisation           | 2,738                           | 2,935                              | 2,704                           |
| Finance expense                         | 1,798                           | 1,868                              | 1,857                           |
| <b>Operating expenditure</b>            | <b>8,458</b>                    | <b>8,894</b>                       | <b>8,449</b>                    |
| <b>Revenue</b>                          |                                 |                                    |                                 |
| Fees and charges                        | 39                              | 41                                 | 39                              |
| Development and financial contributions | 103                             | 106                                | 103                             |
| <b>Operating revenue</b>                | <b>142</b>                      | <b>147</b>                         | <b>142</b>                      |
| <b>NET OPERATING COSTS</b>              | <b>8,316</b>                    | <b>8,747</b>                       | <b>8,307</b>                    |
| <b>Capital items</b>                    |                                 |                                    |                                 |
| Asset renewal                           | 847                             | 698                                | 568                             |
| New assets / upgrade                    | 158                             | 154                                | 105                             |
| <b>Total capital items</b>              | <b>1,005</b>                    | <b>852</b>                         | <b>673</b>                      |
| <b>NET COST OF ACTIVITY</b>             | <b>9,321</b>                    | <b>9,599</b>                       | <b>8,980</b>                    |
| <b>Funding sources</b>                  |                                 |                                    |                                 |
| Rates                                   | 8,289                           | 8,731                              | 8,282                           |
| Borrowings                              | 158                             | 154                                | 105                             |
| Depreciation reserve                    | 847                             | 698                                | 568                             |
| Reserves & special funds                | (103)                           | (106)                              | (103)                           |
| Unfunded depreciation                   | 130                             | 122                                | 128                             |
| <b>TOTAL SOURCES OF FUNDS</b>           | <b>9,321</b>                    | <b>9,599</b>                       | <b>8,980</b>                    |

#### Access and transport

|   | Annual plan<br>2016/17<br>\$000 | Long term<br>plan 2017/18<br>\$000 | Annual plan<br>2017/18<br>\$000 |
|---|---------------------------------|------------------------------------|---------------------------------|
| <b>Expenditure</b>                      |                                 |                                    |                                 |
| Other operating expenditure             | 4,896                           | 4,939                              | 4,923                           |
| Depreciation and amortisation           | 5,121                           | 5,276                              | 5,764                           |
| Finance expense                         | 1,627                           | 1,389                              | 1,617                           |
| <b>Operating expenditure</b>            | <b>11,644</b>                   | <b>11,604</b>                      | <b>12,304</b>                   |
| <b>Revenue</b>                          |                                 |                                    |                                 |
| Fees and charges                        | 62                              | 63                                 | 62                              |
| Grants and subsidies                    | 4,532                           | 4,308                              | 4,395                           |
| Development and financial contributions | 201                             | 207                                | 201                             |
| Other operating revenue                 | 266                             | 270                                | 266                             |
| <b>Operating revenue</b>                | <b>5,061</b>                    | <b>4,848</b>                       | <b>4,924</b>                    |
| <b>NET OPERATING COSTS</b>              | <b>6,583</b>                    | <b>6,756</b>                       | <b>7,380</b>                    |
| <b>Capital items</b>                    |                                 |                                    |                                 |
| Asset renewal                           | 2,068                           | 2,103                              | 2,123                           |
| New assets and upgrades                 | 6,326                           | 4,345                              | 5,053                           |
| <b>Total capital items</b>              | <b>8,394</b>                    | <b>6,448</b>                       | <b>7,176</b>                    |
| <b>NET COST OF ACTIVITY</b>             | <b>14,977</b>                   | <b>13,204</b>                      | <b>14,556</b>                   |
| <b>Funding sources</b>                  |                                 |                                    |                                 |
| Rates                                   | 5,940                           | 5,954                              | 6,631                           |
| Borrowings                              | 4,388                           | 2,751                              | 3,256                           |
| Depreciation reserve                    | 2,068                           | 2,103                              | 2,123                           |
| Reserves & special funds                | (201)                           | (207)                              | (201)                           |
| Unfunded depreciation                   | 2,782                           | 2,603                              | 2,747                           |
| <b>TOTAL SOURCES OF FUNDS</b>           | <b>14,977</b>                   | <b>13,204</b>                      | <b>14,556</b>                   |

## Coastal management

|                               | Annual plan<br>2016/17<br>\$000 | Long term<br>plan 2017/18<br>\$000 | Annual plan<br>2017/18<br>\$000 |
|-------------------------------|---------------------------------|------------------------------------|---------------------------------|
| <b>Expenditure</b>            |                                 |                                    |                                 |
| Other operating expenditure   | 340                             | 350                                | 357                             |
| Depreciation and amortisation | 430                             | 671                                | 433                             |
| Finance expense               | 231                             | 372                                | 329                             |
| <b>Operating expenditure</b>  | <b>1,001</b>                    | <b>1,393</b>                       | <b>1,119</b>                    |
| <b>Revenue</b>                |                                 |                                    |                                 |
|                               | -                               | -                                  | -                               |
| <b>Operating revenue</b>      | <b>-</b>                        | <b>-</b>                           | <b>-</b>                        |
| <b>NET OPERATING COSTS</b>    | <b>1,001</b>                    | <b>1,393</b>                       | <b>1,119</b>                    |
| <b>Capital items</b>          |                                 |                                    |                                 |
| Asset renewal                 | 1,609                           | 2,742                              | 5,975                           |
| New assets / upgrades         | 26                              | 32                                 | 31                              |
| <b>Total capital items</b>    | <b>1,635</b>                    | <b>2,774</b>                       | <b>6,006</b>                    |
| <b>NET COST OF ACTIVITY</b>   | <b>2,636</b>                    | <b>4,167</b>                       | <b>7,125</b>                    |
| <b>Funding sources</b>        |                                 |                                    |                                 |
| Rates                         | 830                             | 1,233                              | 950                             |
| Borrowings                    | 26                              | 32                                 | 31                              |
| Depreciation reserve          | 1,609                           | 2,742                              | 5,975                           |
| Unfunded depreciation         | 171                             | 160                                | 169                             |
| <b>TOTAL SOURCES OF FUNDS</b> | <b>2,636</b>                    | <b>4,167</b>                       | <b>7,125</b>                    |

## Wastewater Management

|   | Annual plan<br>2016/17<br>\$000 | Long term<br>plan 2017/18<br>\$000 | Annual plan<br>2017/18<br>\$000 |
|---|---------------------------------|------------------------------------|---------------------------------|
| <b>Expenditure</b>                      |                                 |                                    |                                 |
| Other operating expenditure             | 4,348                           | 4,441                              | 4,471                           |
| Depreciation and amortisation           | 3,116                           | 2,660                              | 3,057                           |
| Finance expense                         | 938                             | 843                                | 919                             |
| <b>Operating expenditure</b>            | <b>8,402</b>                    | <b>7,944</b>                       | <b>8,447</b>                    |
| <b>Revenue</b>                          |                                 |                                    |                                 |
| Development and financial contributions | 150                             | 154                                | 150                             |
| <b>Operating revenue</b>                | <b>150</b>                      | <b>154</b>                         | <b>150</b>                      |
| <b>NET OPERATING COSTS</b>              | <b>8,252</b>                    | <b>7,790</b>                       | <b>8,297</b>                    |
| <b>Capital items</b>                    |                                 |                                    |                                 |
| Asset renewal                           | 1,481                           | 1,436                              | 1,817                           |
| New assets / upgrade                    | 2,799                           | 944                                | 203                             |
| <b>Total capital items</b>              | <b>4,280</b>                    | <b>2,380</b>                       | <b>2,020</b>                    |
| <b>NET COST OF ACTIVITY</b>             | <b>12,532</b>                   | <b>10,170</b>                      | <b>10,317</b>                   |
| <b>Funding sources</b>                  |                                 |                                    |                                 |
| Rates                                   | 7,724                           | 7,309                              | 7,777                           |
| Borrowings                              | 2,799                           | 944                                | 203                             |
| Depreciation reserve                    | 1,481                           | 1,436                              | 1,817                           |
| Reserves & special funds                | (150)                           | (154)                              | (150)                           |
| Unfunded depreciation                   | 678                             | 635                                | 670                             |
| <b>TOTAL SOURCES OF FUNDS</b>           | <b>12,532</b>                   | <b>10,170</b>                      | <b>10,317</b>                   |

## Stormwater Management

|   | Annual plan<br>2016/17<br>\$000 | Long term<br>plan 2017/18<br>\$000 | Annual plan<br>2017/18<br>\$000 |
|---|---------------------------------|------------------------------------|---------------------------------|
| <b>Expenditure</b>                      |                                 |                                    |                                 |
| Other operating expenditure             | 1,362                           | 1,332                              | 1,548                           |
| Depreciation and amortisation           | 1,163                           | 1,219                              | 1,246                           |
| Finance expense                         | 1,024                           | 1,126                              | 940                             |
| <b>Operating expenditure</b>            | <b>3,549</b>                    | <b>3,677</b>                       | <b>3,734</b>                    |
| <b>Revenue</b>                          |                                 |                                    |                                 |
| Fees and charges                        | 66                              | 68                                 | 66                              |
| Development and financial contributions | 52                              | 54                                 | 52                              |
| <b>Operating revenue</b>                | <b>118</b>                      | <b>122</b>                         | <b>118</b>                      |
| <b>NET OPERATING COSTS</b>              | <b>3,431</b>                    | <b>3,555</b>                       | <b>3,616</b>                    |
| <b>Capital items</b>                    |                                 |                                    |                                 |
| Asset renewal                           | 774                             | -                                  | -                               |
| New assets / upgrades                   | 2,138                           | 1,482                              | 1,971                           |
| <b>Total capital items</b>              | <b>2,912</b>                    | <b>1,482</b>                       | <b>1,971</b>                    |
| <b>NET COST OF ACTIVITY</b>             | <b>6,343</b>                    | <b>5,037</b>                       | <b>5,587</b>                    |
| <b>Funding sources</b>                  |                                 |                                    |                                 |
| Rates                                   | 3,483                           | 3,609                              | 3,668                           |
| Borrowings                              | 2,138                           | 1,482                              | 1,971                           |
| Depreciation reserve                    | 774                             | -                                  | -                               |
| Reserves & special funds                | (52)                            | (54)                               | (52)                            |
| <b>TOTAL SOURCES OF FUNDS</b>           | <b>6,343</b>                    | <b>5,037</b>                       | <b>5,587</b>                    |

## Solid waste

|                               | Annual plan<br>2016/17<br>\$000 | Long term<br>plan 2017/18<br>\$000 | Annual plan<br>2017/18<br>\$000 |
|-------------------------------|---------------------------------|------------------------------------|---------------------------------|
| <b>Expenditure</b>            |                                 |                                    |                                 |
| Other operating expenditure   | 755                             | 728                                | 808                             |
| Depreciation and amortisation | 331                             | 463                                | 438                             |
| Finance expense               | 186                             | 170                                | 97                              |
| <b>Operating expenditure</b>  | <b>1,272</b>                    | <b>1,361</b>                       | <b>1,343</b>                    |
| <b>Revenue</b>                |                                 |                                    |                                 |
| Fees and charges              | 538                             | 537                                | 538                             |
| <b>Operating revenue</b>      | <b>538</b>                      | <b>537</b>                         | <b>538</b>                      |
| <b>NET OPERATING COSTS</b>    | <b>734</b>                      | <b>824</b>                         | <b>805</b>                      |
| <b>Capital items</b>          |                                 |                                    |                                 |
| Asset renewal                 | 522                             | 533                                | 518                             |
| <b>Total capital items</b>    | <b>522</b>                      | <b>533</b>                         | <b>518</b>                      |
| <b>NET COST OF ACTIVITY</b>   | <b>1,256</b>                    | <b>1,357</b>                       | <b>1,323</b>                    |
| <b>Funding sources</b>        |                                 |                                    |                                 |
| Rates                         | 734                             | 824                                | 755                             |
| Depreciation reserve          | 522                             | 533                                | 518                             |
| Movement in other reserves    | -                               | -                                  | 50                              |
| <b>TOTAL SOURCES OF FUNDS</b> | <b>1,256</b>                    | <b>1,357</b>                       | <b>1,323</b>                    |

## How much our community services will cost us in 2017/18

### Economic development

|                               | Annual plan<br>2016/17<br>\$000 | Long term<br>plan 2017/18<br>\$000 | Annual plan<br>2017/18<br>\$000 |
|-------------------------------|---------------------------------|------------------------------------|---------------------------------|
| <b>Expenditure</b>            |                                 |                                    |                                 |
| Other operating expenditure   | 1,769                           | 1,833                              | 1,848                           |
| Depreciation and amortisation | 110                             | 155                                | 154                             |
| Finance expense               | 510                             | 671                                | 556                             |
| <b>Operating expenditure</b>  | <b>2,389</b>                    | <b>2,659</b>                       | <b>2,558</b>                    |
| <b>Revenue</b>                |                                 |                                    |                                 |
| Fees and charges              | 50                              | 52                                 | 12                              |
| Other operating revenue       | -                               | -                                  | -                               |
| <b>Operating revenue</b>      | <b>50</b>                       | <b>52</b>                          | <b>12</b>                       |
| <b>NET OPERATING COSTS</b>    | <b>2,339</b>                    | <b>2,607</b>                       | <b>2,546</b>                    |
| <b>Capital items</b>          |                                 |                                    |                                 |
| New assets / upgrades         | 2,935                           | 2,601                              | 2,976                           |
| <b>Total capital items</b>    | <b>2,935</b>                    | <b>2,601</b>                       | <b>2,976</b>                    |
| <b>NET COST OF ACTIVITY</b>   | <b>5,274</b>                    | <b>5,208</b>                       | <b>5,522</b>                    |
| <b>Funding sources</b>        |                                 |                                    |                                 |
| Rates                         | 2,339                           | 2,607                              | 2,546                           |
| Borrowings                    | 2,935                           | 2,601                              | 2,976                           |
| <b>TOTAL SOURCES OF FUNDS</b> | <b>5,274</b>                    | <b>5,208</b>                       | <b>5,522</b>                    |

### Community Facilities and Community Support

|  | Annual plan<br>2016/17<br>\$000 | Long term<br>plan 2017/18<br>\$000 | Annual plan<br>2017/18<br>\$000 |
|--|---------------------------------|------------------------------------|---------------------------------|
| <b>Expenditure</b>                         |                                 |                                    |                                 |
| Other operating expenditure                | 3,692                           | 4,077                              | 3,827                           |
| Depreciation and amortisation              | 913                             | 1,010                              | 923                             |
| Finance expense                            | 163                             | 18                                 | 47                              |
| <b>Operating expenditure</b>               | <b>4,768</b>                    | <b>5,105</b>                       | <b>4,797</b>                    |
| <b>Revenue</b>                             |                                 |                                    |                                 |
| Fees and charges                           | 1,155                           | 1,212                              | 1,202                           |
| Development and financial<br>contributions | 48                              | 50                                 | 48                              |
| <b>Operating revenue</b>                   | <b>1,203</b>                    | <b>1,262</b>                       | <b>1,250</b>                    |
| <b>NET OPERATING COSTS</b>                 | <b>3,565</b>                    | <b>3,843</b>                       | <b>3,547</b>                    |
| <b>Capital items</b>                       |                                 |                                    |                                 |
| Asset renewal                              | 540                             | 494                                | 461                             |
| New assets / upgrades                      | 432                             | 17                                 | 336                             |
| <b>Total capital items</b>                 | <b>972</b>                      | <b>511</b>                         | <b>797</b>                      |
| <b>NET COST OF ACTIVITY</b>                | <b>4,537</b>                    | <b>4,354</b>                       | <b>4,344</b>                    |
| <b>Funding sources</b>                     |                                 |                                    |                                 |
| Rates                                      | 2,470                           | 2,824                              | 2,467                           |
| Borrowings                                 | 432                             | 17                                 | 336                             |
| Depreciation reserve                       | 540                             | 494                                | 461                             |
| Reserves & special funds                   | (48)                            | (50)                               | (48)                            |
| Unfunded depreciation                      | 1,143                           | 1,069                              | 1,128                           |
| <b>TOTAL SOURCES OF FUNDS</b>              | <b>4,537</b>                    | <b>4,354</b>                       | <b>4,344</b>                    |

## Parks and Open Spaces

|   | Annual plan<br>2016/17<br>\$000 | Long term<br>plan 2017/18<br>\$000 | Annual plan<br>2017/18<br>\$000 |
|---|---------------------------------|------------------------------------|---------------------------------|
| <b>Expenditure</b>                      |                                 |                                    |                                 |
| Other operating expenditure             | 4,068                           | 4,171                              | 4,227                           |
| Depreciation and amortisation           | 1,079                           | 1,121                              | 1,206                           |
| Finance expense                         | 281                             | 117                                | 338                             |
| <b>Operating expenditure</b>            | <b>5,428</b>                    | <b>5,409</b>                       | <b>5,771</b>                    |
| <b>Revenue</b>                          |                                 |                                    |                                 |
| Fees and charges                        | 158                             | 163                                | 158                             |
| Development and financial contributions | 521                             | 538                                | 521                             |
| <b>Operating revenue</b>                | <b>679</b>                      | <b>701</b>                         | <b>679</b>                      |
| <b>NET OPERATING COSTS</b>              | <b>4,749</b>                    | <b>4,708</b>                       | <b>5,092</b>                    |
| <b>Capital items</b>                    |                                 |                                    |                                 |
| Asset renewal                           | 755                             | 484                                | 606                             |
| New assets / upgrades                   | 989                             | 807                                | 781                             |
| <b>Total capital items</b>              | <b>1,744</b>                    | <b>1,291</b>                       | <b>1,387</b>                    |
| <b>NET COST OF ACTIVITY</b>             | <b>6,493</b>                    | <b>5,999</b>                       | <b>6,479</b>                    |
| <b>Funding sources</b>                  |                                 |                                    |                                 |
| Rates                                   | 4,559                           | 4,581                              | 4,901                           |
| Borrowings                              | 702                             | 542                                | 678                             |
| Depreciation reserve                    | 744                             | 484                                | 606                             |
| Internal balances                       | -                               | -                                  | 10                              |
| Reserves & special funds                | (223)                           | (273)                              | (418)                           |
| Unfunded depreciation                   | 711                             | 665                                | 702                             |
| <b>TOTAL SOURCES OF FUNDS</b>           | <b>6,493</b>                    | <b>5,999</b>                       | <b>6,479</b>                    |

## Recreation and Leisure

|                               | Annual plan<br>2016/17<br>\$000 | Long term<br>plan 2017/18<br>\$000 | Annual plan<br>2017/18<br>\$000 |
|-------------------------------|---------------------------------|------------------------------------|---------------------------------|
| <b>Expenditure</b>            |                                 |                                    |                                 |
| Other operating expenditure   | 6,883                           | 7,458                              | 7,347                           |
| Depreciation and amortisation | 1,509                           | 1,646                              | 1,759                           |
| Finance expense               | 1,352                           | 1,626                              | 1,188                           |
| <b>Operating expenditure</b>  | <b>9,744</b>                    | <b>10,730</b>                      | <b>10,294</b>                   |
| <b>Revenue</b>                |                                 |                                    |                                 |
| Fees and charges              | 1,543                           | 1,656                              | 1,625                           |
| Grants and subsidies          | 35                              | 1,786                              | 41                              |
| <b>Operating revenue</b>      | <b>1,578</b>                    | <b>3,442</b>                       | <b>1,666</b>                    |
| <b>NET OPERATING COSTS</b>    | <b>8,166</b>                    | <b>7,288</b>                       | <b>8,628</b>                    |
| <b>Capital items</b>          |                                 |                                    |                                 |
| Asset renewal                 | 4,365                           | 214                                | 2,283                           |
| New assets / upgrades         | 1,647                           | 4,113                              | 3,087                           |
| <b>Total capital items</b>    | <b>6,012</b>                    | <b>4,327</b>                       | <b>5,370</b>                    |
| <b>NET COST OF ACTIVITY</b>   | <b>14,178</b>                   | <b>11,615</b>                      | <b>13,998</b>                   |
| <b>Funding sources</b>        |                                 |                                    |                                 |
| Rates                         | 8,166                           | 9,037                              | 8,628                           |
| Borrowings                    | 1,647                           | 2,289                              | 3,087                           |
| Depreciation reserve          | 4,365                           | 214                                | 2,283                           |
| Reserves & special funds      | -                               | 75                                 | -                               |
| <b>TOTAL SOURCES OF FUNDS</b> | <b>14,178</b>                   | <b>11,615</b>                      | <b>13,998</b>                   |

## How much our planning and regulatory services will cost us in 2017/18

### Districtwide planning

|                               | Annual plan<br>2016/17<br>\$000 | Long term<br>plan 2017/18<br>\$000 | Annual plan<br>2017/18<br>\$000 |
|-------------------------------|---------------------------------|------------------------------------|---------------------------------|
| <b>Expenditure</b>            |                                 |                                    |                                 |
| Other operating expenditure   | 3,141                           | 2,735                              | 3,051                           |
|                               | -                               | -                                  | -                               |
| <b>Operating expenditure</b>  | <b>3,141</b>                    | <b>2,735</b>                       | <b>3,051</b>                    |
| <b>Revenue</b>                |                                 |                                    |                                 |
|                               | -                               | -                                  | -                               |
| <b>Operating revenue</b>      | <b>-</b>                        | <b>-</b>                           | <b>-</b>                        |
| <b>NET OPERATING COSTS</b>    | <b>3,141</b>                    | <b>2,735</b>                       | <b>3,051</b>                    |
| <b>Capital Items</b>          |                                 |                                    |                                 |
|                               | -                               | -                                  | -                               |
| <b>Total capital items</b>    | <b>-</b>                        | <b>-</b>                           | <b>-</b>                        |
| <b>NET COST OF ACTIVITY</b>   | <b>3,141</b>                    | <b>2,735</b>                       | <b>3,051</b>                    |
| <b>Funding sources</b>        |                                 |                                    |                                 |
| Rates                         | 3,141                           | 2,735                              | 3,051                           |
|                               | -                               | -                                  | -                               |
| <b>TOTAL SOURCES OF FUNDS</b> | <b>3,141</b>                    | <b>2,735</b>                       | <b>3,051</b>                    |

### Regulatory services

|                               | Annual plan<br>2016/17<br>\$000 | Long term<br>plan 2017/18<br>\$000 | Annual plan<br>2017/18<br>\$000 |
|-------------------------------|---------------------------------|------------------------------------|---------------------------------|
| <b>Expenditure</b>            |                                 |                                    |                                 |
| Other operating expenditure   | 8,026                           | 8,628                              | 8,550                           |
| Depreciation and amortisation | 7                               | 7                                  | 9                               |
| Finance expense               | 15                              | 15                                 | 11                              |
| <b>Operating expenditure</b>  | <b>8,048</b>                    | <b>8,650</b>                       | <b>8,570</b>                    |
| <b>Revenue</b>                |                                 |                                    |                                 |
| Fees and charges              | 3,400                           | 3,303                              | 3,715                           |
| <b>Operating revenue</b>      | <b>3,400</b>                    | <b>3,303</b>                       | <b>3,715</b>                    |
| <b>NET OPERATING COSTS</b>    | <b>4,648</b>                    | <b>5,347</b>                       | <b>4,855</b>                    |
| <b>Capital items</b>          |                                 |                                    |                                 |
| New assets / upgrades         | 13                              | 26                                 | 58                              |
| <b>Total capital items</b>    | <b>13</b>                       | <b>26</b>                          | <b>58</b>                       |
| <b>NET COST OF ACTIVITY</b>   | <b>4,661</b>                    | <b>5,373</b>                       | <b>4,913</b>                    |
| <b>Funding sources</b>        |                                 |                                    |                                 |
| Rates                         | 4,648                           | 5,347                              | 4,855                           |
| Borrowings                    | 13                              | 26                                 | 58                              |
| <b>TOTAL SOURCES OF FUNDS</b> | <b>4,661</b>                    | <b>5,373</b>                       | <b>4,913</b>                    |

## How much our governance and tāngata whenua activity will cost us in 2017/18

### Governance and Tāngata whenua

|                               | Annual plan<br>2016/17<br>\$000 | Long term<br>plan 2017/18<br>\$000 | Annual plan<br>2017/18<br>\$000 |
|-------------------------------|---------------------------------|------------------------------------|---------------------------------|
| <b>Expenditure</b>            |                                 |                                    |                                 |
| Other operating expenditure   | 4,786                           | 4,544                              | 4,710                           |
| Depreciation and amortisation | 48                              | 50                                 | 51                              |
| Finance expense               | 69                              | 69                                 | 43                              |
| <b>Operating expenditure</b>  | <b>4,903</b>                    | <b>4,663</b>                       | <b>4,804</b>                    |
| <b>Revenue</b>                |                                 |                                    |                                 |
| Fees and charges              | 611                             | 515                                | 524                             |
| Interest income               | 64                              | 60                                 | 60                              |
| <b>Operating revenue</b>      | <b>675</b>                      | <b>575</b>                         | <b>584</b>                      |
| <b>NET OPERATING COSTS</b>    | <b>4,228</b>                    | <b>4,088</b>                       | <b>4,220</b>                    |
| <b>Capital items</b>          |                                 |                                    |                                 |
| Asset renewal                 | 523                             | 485                                | 487                             |
| New assets / upgrades         | 31                              | 24                                 | -                               |
| <b>Total capital items</b>    | <b>554</b>                      | <b>509</b>                         | <b>487</b>                      |
| <b>NET COST OF ACTIVITY</b>   | <b>4,782</b>                    | <b>4,597</b>                       | <b>4,707</b>                    |
| <b>Funding sources</b>        |                                 |                                    |                                 |
| Rates                         | 4,257                           | 4,112                              | 4,245                           |
| Borrowings                    | 31                              | 24                                 | -                               |
| Depreciation reserve          | 65                              | 12                                 | 30                              |
| Reserves & special funds      | 429                             | 449                                | 432                             |
| <b>TOTAL SOURCES OF FUNDS</b> | <b>4,782</b>                    | <b>4,597</b>                       | <b>4,707</b>                    |